



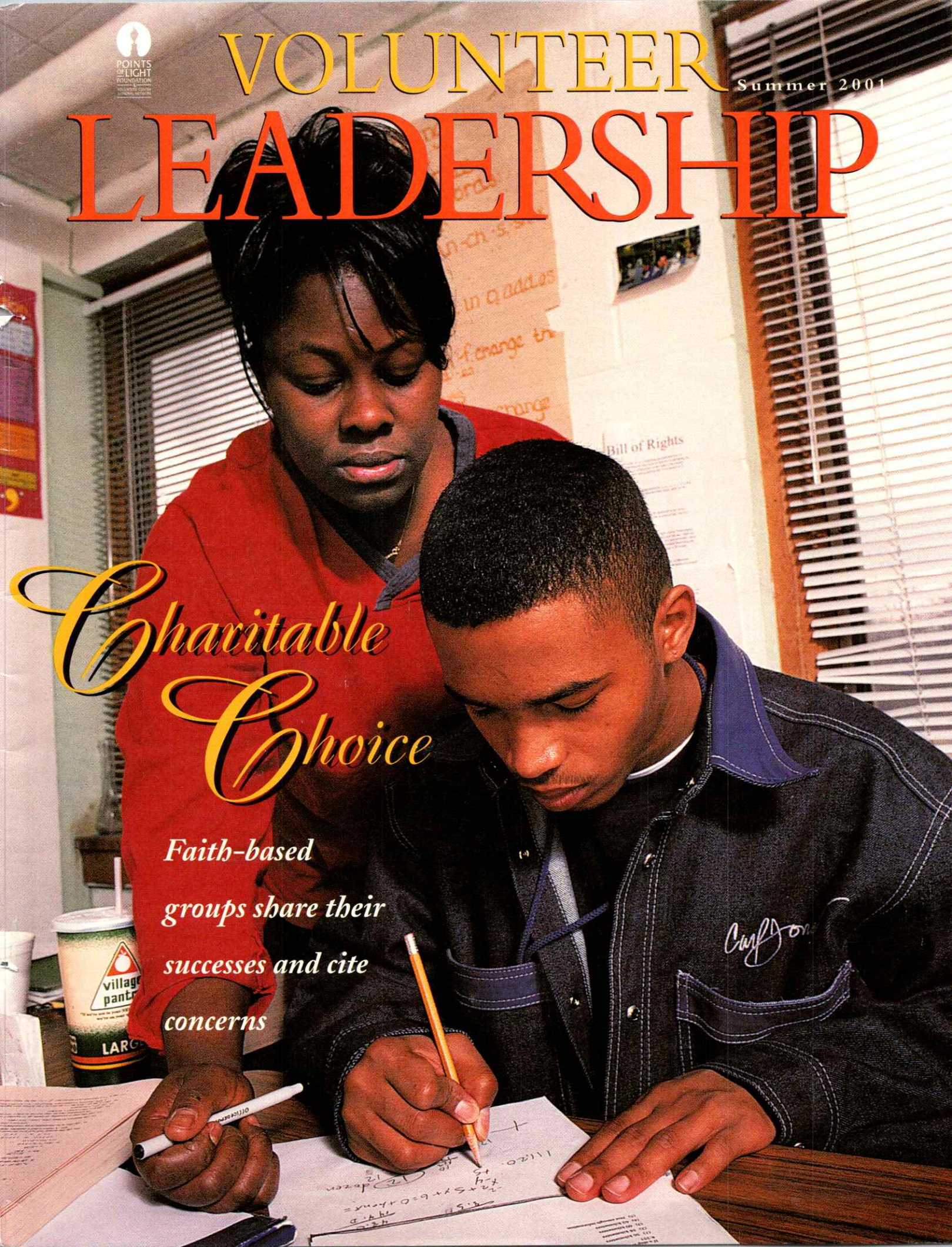
VOLUNTEER

Summer 2001

LEADERSHIP

Charitable Choice

*Faith-based
groups share their
successes and cite
concerns*



VOLUNTEER LEADERSHIP

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The Points of Light
Foundation

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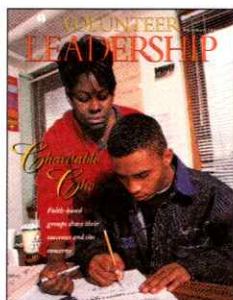


POINTS
OF LIGHT
FOUNDATION
&
VOLUNTEER CENTER
NATIONAL NETWORK

The Points of Light Foundation is a nonprofit, nonpartisan organization dedicated to engaging more people more effectively in volunteer community service to help solve serious social problems.

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By Patty Rhule

Congregations who've tried it discuss the pros and cons of funneling federal dollars to faith-based groups.

On the cover: Campbell Chapel Youth and Family Services, Indianapolis, Ind., a program of Campbell Chapel, AMEZ.

Photo: Ted Wathen

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president's letter

Rapid Growth



Dear Reader:

As I think back over the past 12 months since the 2000 National Conference, what strikes me is how rapidly our field is growing—not only in numbers but also in the level of cooperation and partnership among organizations, the growing sophistication of the needs of those organizations and the continued commitment of our nation's leaders to supporting volunteering as a primary way of helping to solve our community problems.

Last year's conference in Orlando, with its four major partners—the Points of Light Foundation, the Corporation for National Service, America's Promise and United Way of America—brought together nearly 4,500 leaders in the volunteer field to commemorate the three-year anniversary of the President's Summit for America's Future. This year's conference offers not only the most sophisticated programming we've ever offered at a conference, but, more than ever before, it also serves as the national convening point for groups ranging from the Foundation's several national constituency councils to the Corporation for National Service's state commissions to businesses that bring together the leaders of their employee volunteer programs from around the country.

The Volunteer Center national network—just an idea only several years ago—is quickly becoming a reality. While Centers have been around for years, it's been only in the past two years that they've begun to come together as a network around common needs and common goals. I believe that the Volunteer Center standards, developed by the Volunteer Center National Network Council, is a major step forward in developing a strong network that will be a major force in strengthening our nation's volunteer movement in the years ahead.

And finally, the support offered by our nation's leaders—Presidents Ronald Reagan, George Bush, Bill Clinton, and now George W. Bush—continues to provide a national focus that's critical to our field's growth. Over the next several months, all of us will be watching closely the developments in President Bush's faith-based initiative. While I believe strongly that there are numerous benefits to the initiative, there remain questions to be answered. In this issue of Volunteer Leadership, Commissioner John Busby of the Salvation Army, and Don Eberly, Deputy Assistant to President Bush for Faith-Based and Community Initiatives, discuss the merits of the movement.

I look forward with hope that the next 12 months will be as exciting as the past year and that, when we meet in Salt Lake City in June 2002, I can share with you a report of the year's activities that is even more positive than this one.

Sincerely,

Robert K. Goodwin
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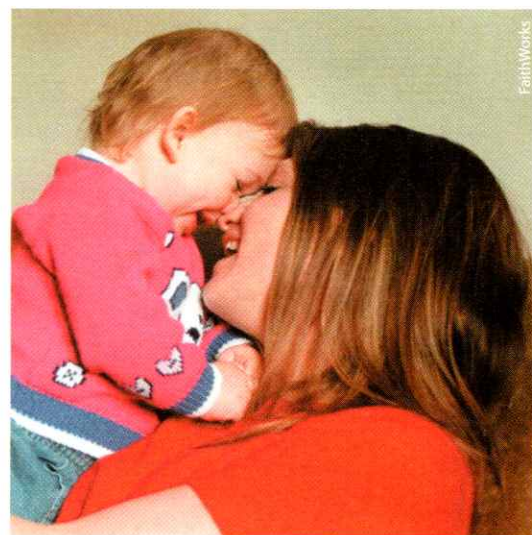
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Secretary
Shaw Pittman

Charitable Choice

By Patty Rhule

*Faith-based
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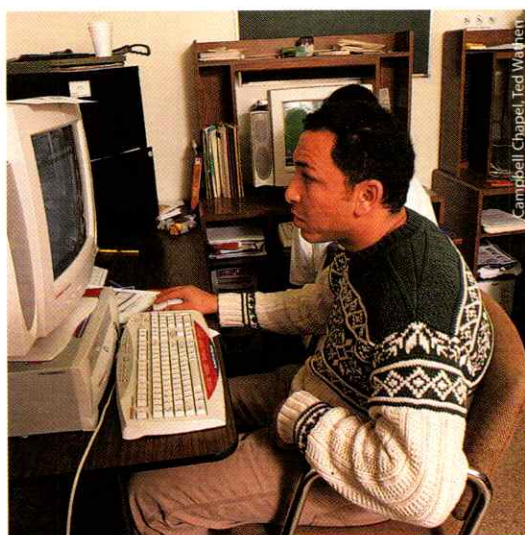
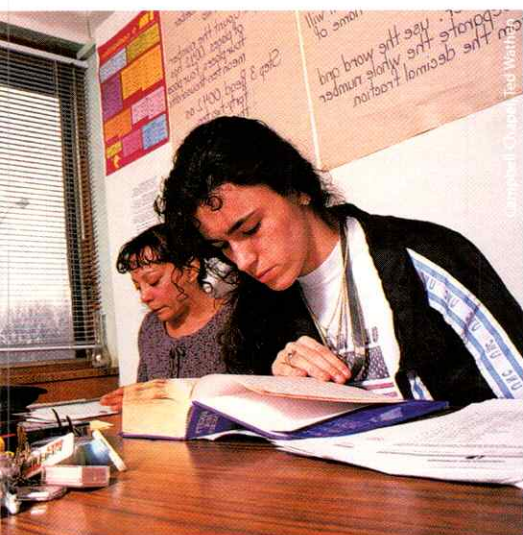
FaithWorks

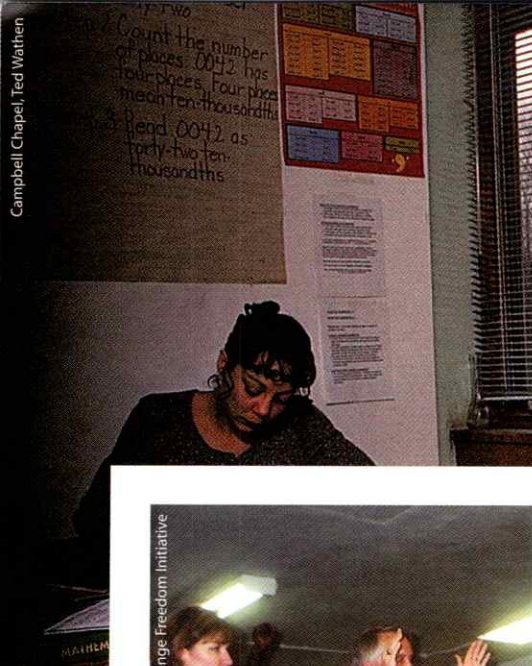
When Campbell Chapel Youth and Family Services in Indianapolis opens its doors each month to teach GED and computer classes and provide after-school enrichment for children in nearby public housing, Director Steve Bonds has no large stash of federal cash to pay his staff or buy supplies.

"At the beginning of the month, we have zero dollars," says Bonds, who has been at the Campbell Chapel AMEZ's social service arm since it began in 1991.

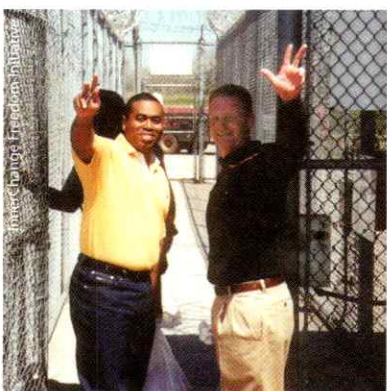
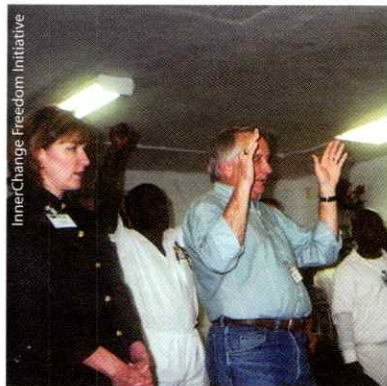
"No one wrote a check and said 'here, good luck with your project.' We have to produce in order to get paid. We start out with nothing."

In order to get paid, within that month, Bonds' staff of nine part-time employees has to produce daunting progress with its undereducated clientele: raise ➡





InnerChange Freedom Initiative



achievement on GED tests by two grade levels to receive \$250. If someone receives a GED within the month, Campbell gets \$1,000. Stays on a job 60 days? \$300; for 90 days, \$500. Campbell Chapel has placed 100 people in jobs since 1996; in the past two years, 25 clients have received their GEDs, 70 have received computer training. Of those placed in jobs, 70% have retained them.

"It's very difficult. When you hire somebody, you can't pay them for 30 days. We're a small congregation," says Bonds. "Our church can't say 'we'll cover payroll this week.' We hire people who understand the situation, who love the Lord. They have other income."

His morning GED teacher, for example, is a cosmetologist who does hair in the evenings.

For faith-based and community social service programs hoping to reap a bonanza of federal dollars in light of Charitable Choice legislation and President Bush's faith-based initiative, Bonds says: "A lot of churches are misled into thinking they are getting a big check."

Indeed, no one has promised more money for faith and community

groups to help the poor and needy; more likely, more groups will seek ever slimmer slices of the funding pie.

"My understanding is, there is not going to be a bigger pie," says Capt. George Hood, national public affairs officer for the Salvation Army, which has partnered with government to aid the needy since its start in England in 1865. The Salvation Army is working with the White House Office of Faith-Based and Community Initiatives and sees its role as being the catalyst to create grassroots coalitions, with The Salvation Army providing the administrative support needed to contract with the government.

The Salvation Army gets 15.6% of its operating budget from government contracts "and we like it that way," says Hood. "We don't want to get addicted to government money because it comes and goes."

The regulations and level of accountability involved in receiving government funding are burdensome, Hood says. "You subject yourself to government audits, outside audits ... it consumes a lot of time and paperwork. I fear that many grassroots

*Top to bottom, Campbell Chapel GED class;
InnerChange Freedom Initiative worship service and
inmates on the eve of their release; learning computer
skills at Campbell Chapel Youth and Family Services.*

Report Card on Charitable Choice

organizations don't have the full concept of what that's all about."

Understanding the procurement system for securing tax dollars is another stumbling block for groups new to the system, says David Rolfes of Indiana's FaithWorks, a state-funded office that provides technical assistance to faith and community groups seeking social service contracts. "That doesn't mean there's a pot of money available anytime to do any kind of service you want to do. There are specific funding opportunities at specific times of the year. The services being looked for are very specific. Does their organization have the capacity to provide this specific service?"

Charitable Choice aims to make it easier for faith and community organizations to get federal funding for substance abuse treatment, welfare-to-work programs and other needs of low-income communities, from emergency housing to home repair and nutrition counseling. Although it has been law for nearly six years, its impact so far has been moderate, experts say, largely because state and local funding agencies haven't altered their regulations.

Is Charitable Choice helping faith-based organizations do more work? "To a modest degree," says Amy Sherman of the Hudson Institute, who recently studied its impact on nine states and found 125 new faith-based organizations receiving government contracts. "New organizations were brought

in to the competition for government funds. In that sense, Charitable Choice is making a difference. It's all about providing equal access."

Amid political posturing over separation of church and state and related issues, church and faith-based groups across the country are successfully partnering with government to help those in their communities who need it most.

Faith Behind Bars

The InnerChange Prison Fellowship Ministry model for reducing repeat offenders by changing inmates' relationship to God is now working in Iowa and Kansas after its start in 1997 at a prison in Richmond, Texas. Although InnerChange receives no state funding from Texas, it does in Iowa and Kansas—not tax dollars, but money received from the inmate phone system.

"As we began to see the requests from states explode, it was obvious we needed to take state funding," says Jack Cowley, national director of operations. "I was in corrections for a long time and had been doing business with secular, therapeutic programs. It seemed to me that faith-based programs were being discriminated against. I wanted to level the playing field."

InnerChange offers inmates a Christ-centered rehabilitation program; 18 months in prison of daily devotions, work, study, counseling and homework designed to alter the inmate's relationship with God ➡

The Center for Public Justice in Annapolis, Md., last summer released a 50-state survey of Charitable Choice compliance, which found that many faith organizations remain hesitant to accept federal money. Charitable Choice Compliance: A National Report Card also found that while a few states have been aggressively complying with Charitable Choice guidelines, the majority have not yet implemented changes necessary to make Charitable Choice work on the local level.

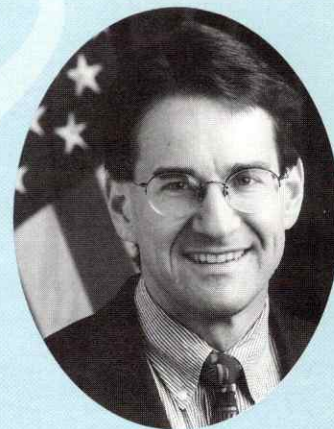
The study, which was conducted by the Center for Public Justice, a national, non-partisan Christian policy research and civic education organization in Washington, D.C., graded each state based on its compliance with Charitable Choice.

At the top of class was Texas, which received an A-plus for its aggressive compliance with Charitable Choice and its major policy revisions to maximize openness to faith-based organizations.

Indiana, Ohio and Wisconsin were next on the list, each receiving a grade of A. Arizona, Illinois, Pennsylvania and Virginia were graded B, while Arkansas, California, Michigan and North Carolina each received a C.

Thirty-seven states, as well as the District of Columbia, Guam, Puerto Rico, and the U.S. Virgin Islands, received a failing grade from the organization. Only Alabama did not receive a grade because it did not supply information.

Charitable Choice as Policy



Q. What has the White House Office of Faith-Based and Community Initiatives accomplished so far?

We have already substantially changed the debate in America regarding how to effectively confront poverty and how to bring about community revitalization. We have developed a legislative package that, among other things, would generate almost \$15 billion in new charitable giving every year and expand Charitable Choice. We have created Centers for Faith-based and Community Initiatives at HUD, HHS, Labor, Education and Justice, whose job will be to conduct a performance review of each of these agencies to identify obstacles in our funding policies that might adversely affect small community and faith-based organizations.

Q. How will you make it easier for community and faith-based groups to administer services to the poor?

Barriers include limited access to grants and contracts and onerous regulatory barriers which are unjustified. In a good many cases, the greatest barriers have to do with the lack of capacity among small nonprofits. We have a major interest in providing greater technical assistance for small nonprofits.

Q. Will more government funds be made available to help the work of faith-based and community organizations? If so, where will that money come from?

Although some new funds will be set aside, for example, to expand mentoring services to the children of inmates, our general approach is to simply try to create a level playing field with existing federal programs and funding streams so that a wider array of community-serving organizations can apply.

Q. What will be the role of such established faith-based providers as Salvation Army, Catholic Charities and Lutheran Services in this new initiative?

These organizations are already a vital part of the nation's social service delivery system, and we expect that to continue. Again, we think the competitive bidding process should be wide open, and that it should not favor or disfavor any particular social service provider.

Q. How much money do you estimate the proposed tax credit for charitable giving for those who do not itemize will raise?

Remarkably, it would generate upwards of \$15 billion in increased annual donations and, according to PriceWaterhouse-Coopers, a major accounting firm, as much as \$160 billion over 10 years.

Q. Tell me about the "compassionate capital" fund? How will that money be raised, and how will it be distributed?

This initiative is still under development, and we anticipate that its primary purpose will be to fund technical assistance to nonprofits and provide funds for highly prescribed projects, such as city-wide mentoring initiatives.

Q. There are fears among some sectors that by placing more emphasis on faith-based and community groups aiding the poor, government will get out of the business of helping the less fortunate. Are those fears valid?

Our objective is not to get government out of serving the less fortunate; our objective is to do a better job of confronting poverty and need in the hope of reversing these conditions through more effective community-based approaches. The president did not come to office promising to do away with our existing social service system; his pledge was to give fresh attention to effective small-scale community-serving organizations.

Don E. Eberly,

founder of the National

Fatherhood Initiative

who is now serving as

deputy director and

deputy assistant to the

President, White House

Office of Faith-Based

and Community

Initiatives, answered

some questions from

Volunteer Leadership

about the work that's

been done so far.

and ultimately, society. Treatment continues for six to nine months in a halfway house. If the inmate shows signs of progress, when he is released, InnerChange finds him a job, a home church, a place to live, a Christian mentor and continues the relationship for three years.

"We see crime as a result of sin and therefore, we know that a relationship with Christ can heal people," says Cowley. "Inmates do not have to be Christian when they come into the program; they can leave at any time. They do not have to have a conversion experience to receive the follow-up aftercare. The state is asking us to apply certain values while an inmate is involved in the program and hopefully he will develop values within himself to develop a successful, crime-free life. Our goal, of course, is to lead people to Christ."

Is it preventing repeat offenses? Texas is preparing a study of recidivism; Cowley says his unofficial figures indicate InnerChange's repeat offense rate is 6% vs. 50% to 60% statewide.

"As long as the inmate volunteers, as long as anybody can enter the program, as long as there is not an expectation to complete it based on conversion experience and they can leave at any time, the fact that they sing gospel hymns, we use the Bible as our foundation curriculum, what difference does it make when it comes to the result of a crime-free life?" says Cowley. "In prison we assume because inmates broke law, they don't know how to make choices, so we make all their choices," he says. InnerChange allows opportunities for failure and a Biblical component to help the men recover from their missteps.

Communities in Action

In Shasta County, Calif., FaithWORKs has been connecting congregations in mentoring relationships with families on state welfare rolls for three years. Families are referred by CalWORKs, FaithWORKs matches the families with a church of their choice, and the relationship begins. FaithWORKs acts as a resource center for questions the churches can't solve on their own. The mentor church helps the family with everything from clothing, housing and food to day-care, getting a driver's license, family counseling and more. CalWORKs pays FaithWORKs' \$225,000 annual budget, which includes five full-time and one part-time employees.

Of more than 1,500 clients who have been connected with FaithWORKs' 119 churches, 80% are now affiliated with a church or ministry; 66% have made notable, significant improvements in their lives, whether attending school, getting a GED, finding work, improving their jobs or receiving substance abuse counseling, says H.R. "Skip" Tyler, director of FaithWORKs Community Coalition.

Tyler's advice for other communities of faith hoping to produce similar successes: "You need to spend time intimately building relations with churches in the faith community, spending time in prayer, talking with pastors. And on the social services government side, have a clear perspective that is very clearly based on business-like results that you will produce."

None of the faith-based groups interviewed for this article had experienced any problems relating to the faith elements of their programs, though the Salvation Army's Hood says issues have been raised in some communities.

Bonds says the state money has helped Campbell Chapel's program work. "We were able to serve more people."

Campbell Chapel keeps its faith far removed from the work being done with its clients. "We're going to ask name, address, job history, how far did you go in high school, do you need child care"—but nothing about what church he or she might attend.

But Bonds, the great-grandson of the church's founder, hastens to add: "Don't get me wrong—we do say, 'Come visit on Sunday morning.'"

Patty Rhule, a freelance writer in University Park, Md., is a regular contributor to Volunteer Leadership.

Want to Know More?

- **The Center for Public Justice** lists books, web sites and other resources on Charitable Choice; www.cpjustice.org.

- **"The Charitable Choice Handbook for Ministries,"** by Amy Sherman, an overview of charitable choice, discusses pros and cons of contracting with the government, how to navigate government bureaucracy; call Hudson Institute, 804-295-3844, or e-mail shermana@cstone.net

- **"The Growing Impact of Charitable Choice,"** Amy Sherman, \$10, 410-571-6300, Center for Public Justice

- **Indiana FaithWorks** is a state-funded department that acts as a liaison between faith-based and community groups. It has helped about 500 faith-based groups in less than two years. www.in.gov/faithworks

- **FaithWORKs Community Coalition**, Shasta County, Calif., www.faitth-works.org

'Charitable Choice' Increases Mission of Service

By Commissioner John Busby

The Salvation Army's social service outreach into communities across the United States has been unquestionably strengthened through our local, state and federal government partnerships. Either as a result of our own community assessments, or in cooperation with government, The Army during its 130 years of work in America has sought to identify areas of particular need and then draw from our resources to assist those who are in many cases incapable of helping themselves.

Last year, alone, The Army assisted nearly 37 million people from our 9,222 centers of operation—our Corps or churches, rehabilitation centers, day care and senior citizen centers, temporary housing and medical facilities, camps, emergency centers and other venues in which help was provided to anyone walking through our doors. That number is equivalent to one of every 10 Americans seeking aid from The Army, a testament we believe to the ever-growing need for linking the social service work of organizations such as ours with government.

Thus, The Army's support for President Bush's faith-based initiatives—known as the "Charitable Choice" provisions—is in keeping with our long-standing government relationships like those we have in Los Angeles, where we are one of the largest providers of AIDS services; or in Florida, where 23 counties turn to us for probation services; or in Seattle, where our women's domestic violence programs are among the region's most innovative. Programs like these, at least within The Army,



Commissioner John Busby is president and CEO of The Salvation Army, which has 9,037 Units and 1.7 million volunteers worldwide.

number in the dozens; the people helped in the millions.

These efforts—indeed, our very mission—are rooted in service to those who need it most. We seek no advantage, no particular accolade for this work, other than to be considered equally when the call comes to extend a hand to the unfortunate among us. We believe that the President's initiatives will assist in preserving our ability to work as a religious organization, while ensuring that those seeking help are equally as protected in their choice for assistance, whether it is The Army or another organization just as capable.

Further, the President's initiatives are entirely consistent with existing federal "Charitable Choice" laws that have made possible any number of programs successfully directed by experienced religious and non-secular organizations. The opportunity to broaden this approach, and thus enable the possible expansion of

social service programs across the country is one that we enthusiastically support. Anyone who works with an Army officer or volunteer for a day will most assuredly come away from the experience with a conviction to support these initiatives as convincing as the need in the eyes of those seeking help.

We agree that the path our President has assumed must be one taken with careful consideration. To his credit, his approach is bipartisan and inclusive of our faith-based colleagues and non-secular organizations alike. We also see value in the manner in which the President has extended the reach of the White House Office of Faith-based and Community Initiatives into five cabinet-level departments, working with government program managers and organizations such as The Army to identify and possibly remove obstacles to expanding the access available to government/faith-based partnerships.

The Army—indeed, the country—is at a critical point in my view. President Bush is challenging us all to renew our view of how churches and, perhaps, faith itself have become a part of our efforts to govern the way we help the poor. I cannot help but wonder how tragic it would be if we stood aside and allowed our extraordinary network of social services to slowly unravel as the result of our inability to amicably address differences on the issues posed by the President and his faith-based initiatives.

The President has our support and our prayers. ♦

W rkshop

Managing Volunteers

Establish an Integrated System at Your Organization

"Every organization has a "people culture" that represents how things are done," says consultant and trainer Sharon Koll. That culture is what's come to be known as "human resources," a term that on the surface seems neat and infinitely manageable.

But as every employee, volunteer or manager knows, anything that deals with people is rarely neat. The blend—or clash—of people's different needs, personalities and styles often make situations and individuals difficult or impossible to manage. The following articles deal with the "systems management" approach to streamlining the integration of volunteers into the overall way a nonprofit organization deals with people.

Our guest editors are well-qualified to write on this subject. They both have distinguished careers as consultants, trainers and writers in the field of volunteer management.

- Sharon Koll has spent her professional career working in successive positions with diverse organizations and businesses, including association experience with the YWCA, the American Cancer Society, the National Multiple Sclerosis Society and the American Diabetes Association. Her consulting services include areas of strategic planning, consulting skills training, group facilitation, team building, leadership development and coaching, human resource systems assessment, and all facets of volunteer development and partnerships. Koll is certified in a process of career development called Career Architect®, which applies leadership behavioral competencies to corporate culture. She is also a qualified administrator of the Myers-Briggs Type Indicator®. Contact her at P.O. Box 1537, Loveland, CO 80539; 970-622-8528; email: paintslk@aol.com.

- Claudia Kuric is an international consultant with 20 years of experience in the design and implementation of large-scale volunteer initiatives. She has provided volunteer management training and consulting to over 300 organizations in Central and Eastern Europe, Turkey, Brazil, Britain, Northern Ireland, Netherlands and Spain. She also delivers workshops and university lectures on volunteer management and civil society development on behalf of American Embassies in Europe and Asia. Kuric works in the area of large scale volunteer programs, corporate volunteerism and organizational development. She may be contacted at Corporate Community Strategies, Box 523444, Springfield, VA 22152; 703-455-8689; email: kuric2@aol.com. ♦

Resources

There are many different tools and instruments available that assist with developing competency models. Interested volunteer managers should talk about their needs with their human resource colleagues.

- Society for Human Resource Management (www.shrm.org)

- *A Roadmap to Managing Volunteer Systems from Grassroots to National*, by Claudia Kuric and Sharon Koll, published by the National Health Council, 202-785-3910; e-mail: info@nhcouncil.org; also available from Volunteer Marketplace, 800-272-8306.

- "Hiring Success: Finding the Right Mix of Skills, Behavior, Knowledge," by Sharon Koll and Claudia Kuric, *Volunteer Leadership*, Winter 2001. (For information about obtaining back issues: gparks@pointsoflight.org.)

Workshop, a standing feature of Volunteer Leadership, offers how-to tips and valuable insights on selected topics. If you'd like to be a guest editor, want to suggest topics for future coverage or request permission to reprint articles, contact Jane Harvey, editor, at janehar@aol.com

Managing a Volunteer System

By Sharon Koll

Are you puzzled about what constitutes a system of volunteer management? Let's take a closer look at how systems work as a whole. Everything that is done in organizations is driven by a system. All organizational procedures or processes—how people get paid, how supplies are ordered, how new employee orientation is conducted, how performance appraisals are handled—are systems, and they are in some fashion connected. Organizations work through two general systems: operations and people.

Operations

A nonprofit organization delivers products or services. These are often referred to as core businesses, which are articulated through the organization's mission and strategic thrusts. This is *why* an organization exists.

There are specific processes and procedures—such as policies, forms, departments, project teams, handbooks—which enable the product or service to be delivered. This is *how* an organization exists.

People

Paid staff and volunteers are the *human resource* element of every organization. Every organization has what is known as a "people culture" which represents how things get done in the organization. Many new volunteers and employees find out about this culture when they say or do something and then they are told, "That's not the way we do things here." Systems are driven by this organizational culture. Operations do not drive the product or service, people do.

Since both paid staff and volun-

teers are the whole of the human resources system, how things are done and how people are managed will lay the foundation for how effectively a volunteer management system will run. This is known as the "Human Resource Architect System." It contains four main parts:

Recruitment. There are specific methods by which staff are hired into an organization. What are the search process, the application process and the interview process? How are position descriptions used?

Cultivation. Once a person is on board, how does he or she become knowledgeable about the organization and the job? Who assists in the introductory period?

Critique. When a task or project is completed, how do people know about their particular performance in relationship to its completion? How is performance appraisal handled?

Reward. Aside from pay for performance, what other methods are used to reward or recognize people for their work? What are personal development opportunities?

Historically, the systems for paid and unpaid staff have been managed separately within organizations. Volunteer management has not been viewed as integral to the human resource function. Traditionally, many volunteer programs have been treated as outside the larger organization.

Staff performance measures did not typically include measures of success for managing volunteers. While it was acknowledged that volunteers did necessary work, their contribution was not seen as integral to other systems within the organization.

Volunteers must be seen as partners with paid staff, and thus should

be part of the overall organization's human resource management system.

Integrating volunteer and paid staff management into one human resource architect system creates several important benefits:

- It allows for all activities of the organization to be linked through a common, consistent set of skills, behaviors and characteristics.
- It reinforces messages to all human resources.
- It sets a framework and support infrastructure for decisions.
- It can be linked to bottom-line results.

Getting Started

The first step in creating an integrated system is to examine how people are currently managed. Conduct a quick evaluation of each component of how the architect system works in terms of paid staff. Briefly list some ways in which the organization accomplishes recruitment, cultivation, critique and reward.

Next, look back at the list and think about how each applies to the volunteer management system. Compare the gaps in the ways paid staff and volunteers are managed in the four areas. What are the specific differences in management?

Finally, work with a human resource colleague to determine what can be done to align procedures that mirror each other. For example, if behavioral interviewing—asking questions about attributes relating to a specific job competency—is utilized for paid staff interviews, what can be done to apply the same interviewing process for volunteers? Can the incoming orientation process include both paid staff and volunteers? ♦

Matching the Right Volunteer with the Job

By Sharon Koll

Organizations generally work with position descriptions when recruiting and managing the work of staff and volunteers. Often, position descriptions take into account the specific details of a job without detailing the behaviors or attributes needed to perform the job skills. Those attributes that lead to success are known as competencies.

Volunteer managers will be more effective in matching a person to a job by understanding and exploring the behaviors critical to the accomplishment of the job, rather than simply asking if the applicant has raised money or run an event before.

A competency is a composite of skills that can be measured through specific behaviors and can lead to successful accomplishment of desired outcomes. Behaviors are what people say or do—both verbally and non-verbally. Skills are consistently demonstrated ability to perform certain physical or mental tasks or job activities. Knowledge is what people comprehend and understand.

Task List

To develop volunteer competencies, first jot down a list of things that need to be done in a department or project team. For example: Call a potential funder about a grant submission; write a paragraph about a new program for the newsletter; orient a new committee chair.

Review the list and think about how a volunteer manager will assess whether the task was successfully accomplished. For example:

- Talked with funder and secured information to prepare grant.

- Paragraph written and downloaded to newsletter editor; grammar and spell check completed.

- Met with new chair and spent two hours reviewing position description; chair asked good questions and both feel confident about committee direction.

Skills Needed

Second, look at the tasks and success measures and determine the skills and behaviors an individual must possess to be able to achieve the tasks. For example:

- The skill of *verbal communication* is demonstrated by speaking in a manner that is clearly understood by other people.

- Someone who has *written communication* skills is able to write about a topic in a succinct, error-free style that is understood by other people.

- The skill of *sizing up people* requires that one be able to assess people's actions correctly based on observing verbal and nonverbal cues.

By identifying the skill and the behavior, you will have identified the necessary competencies to complete the tasks successfully.

Position Descriptions

Descriptions for all human resource positions, both paid staff and volunteer, should include competencies and other key components. Following is an example of a training director position:

Position summary—Responsible for overall development and implementation of the nationwide training and development program.

Reports to—Vice President of Human Resources.

Qualifications—Bachelor's degree or equivalent in Instructional Design or Education, experience with adult learners.

Key responsibilities—Design and plan the overall organization training program; ensure a network of regional and community-based trainers; prepare training budget; supervise a staff of five.

Competencies—Building effective teams; presentation skills; planning; creativity; interpersonal savvy.

When reviewing a recruit, volunteer managers can determine more effectively what it is the person needs to accomplish, but better yet, what will create a stronger match through competency assessment.

Interviewing

Behavioral interviewing is a way to gather and evaluate information about an applicant's past experiences and how he or she might react to future situations.

Questions can be created around key competencies for positions. This allows volunteer managers to determine whether the applicant demonstrates the desired behaviors for given work situations. For example:

- Verbal communication. What do you do differently when presenting to a person one on one? How have others reacted to your speeches or presentations?

- Written communications. If you were to write a book on effective writing skills, what would be the major chapter headings?

- Sizing up people. How accurate are you at predicting what someone is going to do? Give an example of when this has worked for you. ♦

Managing Changes in Volunteer Systems

By Claudia Kuric

Whether change is a welcome improvement (such a competency modeling) or is imposed on the volunteer program due to outside influences (for example, downsizing) managing change is a competency that volunteer managers must know.

The first step in managing change is understanding *what* to change. How do you know what to change and what to keep?

Program data and evaluation measures are some of the obvious indicators of needed change. Poor volunteer performance reviews, negative customer feedback, a low return on investment for certain processes, unmet objectives, and low job satisfaction/retention rates can be red flags.

There are also assessment tools that can evaluate volunteer management system effectiveness, such as *Paradigm Self-Assessment*, available through the Points of Light Foundation and the *Volunteer Management Audit*, created by Susan Ellis.

Focus groups can provide powerful ideas on how to improve a volunteer management system or how to address the effects of an external change. When designing questions, explore possible improvements to the program structure, strategies, processes, culture, and services.

Business process improvement tools can determine the root cause of problems and build more effective processes for volunteer systems. A starting place to research business process improvement is to ask for-profit partners to share the processes they use to improve effectiveness.

Making Change Happen

Once an organization identifies what to change, what is the best way to implement that change? The objective of any change process should be to motivate people to move in the right direction. Almost all change processes include:

- A bottom-line reason for action;
- Leadership support;
- A communication plan that explains the change and encourages dialogue among work groups;
- A strategy and processes for implementing the change;
- Consideration of current organizational culture and what must happen to accommodate the change; and
- Use of teams to get buy-in.

The Process

The following process, developed by the National Health Council, can be used to design a personalized change management strategy. After defining what really needs to be changed, chose the most urgent and feasible change to tackle first. Determine what the future should look like after this change has been successfully implemented. From that, create an organizational vision of the change.

Assess the value and impact of the change on the volunteer management system and the organization as a whole. Consider the impact on clients, staff (paid and volunteer), goals, resources, budget and programs. Answer the following questions:

- What disruptions will occur to daily work and operations?
- What will be the costs and benefits of this change in terms of time, energy and money?
- What actions can be taken to

minimize people's resistance?

The common causes of resistance to change include fear, history with previous failed changes, inertia and people not knowing their personal payoff for changing. To address resistance, identify how to involve the people affected by the change—including volunteers. Set up teams to implement the change. Involve the teams in creating the specific processes that they will need and ways they can minimize the stress of the change.

The Plan

Considering the above, create a change plan that includes goals, actions, outcomes, communications, resources, timeline, training, personnel, rewards and evaluation. Then, implement the change.

Announce the change both horizontally and vertically to all volunteers and paid staff. Use every way possible to communicate the new vision and strategies. If necessary, provide training in the competencies that will be needed for the change to be successful.

Regularly measure progress toward goals. Monitor the effects of the change on volunteers. Be sensitive to an increase in stress-related behaviors that correlates with the timing of the change and take action if warranted. Also, create opportunities to discuss the change and its effects.

Remember to celebrate and communicate successes. Finally, assess the results, benefits and costs of the change. Ask people who were involved in the change what worked well and what they would improve next time. This documentation can provide valuable ideas for the process and content of the next change. ♦

Getting Support for System Change

By Claudia Kuric

Everyone can name times they have seen great projects fail because no one in leadership stood behind those projects. Organizational change doesn't occur simply because it is necessary and valuable. Change occurs when it has the support of people who have the power to authorize the change.

Overall leadership support for a volunteer management system is vital. This occurs when senior leadership, including the executive director and board of directors, recognize the volunteer program's importance in meeting the organization's mission. Leadership support results in leadership authorizing the resources, structures and procedures necessary to have an effective volunteer program.

When implementing changes to a volunteer program, in addition to leadership support, it may be important to have the buy-in of people who have the power to sanction the change. These may or may not be the same people as senior leadership. For example, to develop competency models for volunteers, it might be necessary to have the support of the human resources director.

These sponsors, champions, advocates—whatever the name—are the ones with the power to legitimize an organizational change. Successful volunteer managers know how engage sponsors to support changes needed to improve the volunteer system

Ways to Get Sponsors.

Assess the organization's culture towards the volunteer management system. This can be done through the *Paradigm Self-Assessment*, a focus group, staff survey or informal discussions. Find out how other people in

the organization perceive the volunteer program. What is its reputation and perceived value?

Understand the value of the volunteer management system to the organization. Answer the following questions.

- What is the organization's mission statement?
- What part of the mission statement can volunteers support most effectively?
- What are the organization's current goals?
- Which organizational goals can volunteers best support?

Write a supporting statement or a departmental goal statement for each goal and link it to the organizational goal statement.

Identify a leader whose sponsorship is necessary for implementing the change within the volunteer system. A prospective sponsor may not have all of the following traits but they should at least have the possibility of having these traits cultivated within them. Effective sponsors:

- Believe that the volunteer program is integral to the mission and goals of the organization.
- Understand the need for the change.
- Have the power to authorize change within the volunteer program.
- Know what has to be done for this change to be successful.
- Understand how the change will impact the volunteer management system.
- Appreciate what volunteers and paid staff are being asked to do and how the change will affect them.
- Understand the time, money and energy this change will cost the volunteer management system and

are willing to pay this price.

- Are willing to support the change over the long haul.

Try to learn from others what is of value to the sponsor and see if it aligns with the identified goals. Try to learn her preference for receiving information. Does she value concise oral presentations, systems and process diagrams or numbers that show quantitative value?

Assess the impact of the proposed change on volunteers and paid staff, culture, goals, timeline and budget and prepare to present this to the sponsor. Be clear on what is being asked of her.

Prepare a presentation that includes all the above information in the style the sponsor prefers.

Sponsor Maintenance

Once a sponsor is "sold" on the change, don't take him or her for granted. For many reasons, sponsors can change their allegiances daily.

- Keep the sponsor informed. Provide information on how the changes and the volunteer management system in general are of value both qualitatively and quantitatively.
- Report regularly on progress.
- Work to build a relationship of trust. Be honest with a sponsor and follow through on commitments.
- Create a sponsor succession plan. Court and educate co-sponsors who can quickly be moved into the sponsor role.
- Ask the sponsor for ways to support his agenda within the organization. Building and maintaining sponsorship requires effort but it will pay off in terms of getting the authority needed to implement improvements to the volunteer program. ♦

Maximum Impact

As Marla Depew observed the rapt faces of her Sudanese refugee students, it was clear she relished her job teaching reading, math, conflict-mediation and other skills. Yet Depew, a tutor in the City of Lakes Youthworks AmeriCorps program in Minneapolis, also viewed herself as a pupil, learning as much, if not more, from these “brave and open” youngsters. She marveled at the enthusiasm, attentiveness and resiliency of these children, who’ve witnessed unspeakable atrocities in their civil war-ravaged homeland.

For that eye-opening, apathy-destroying perspective, Depew thanks AmeriCorps. “By helping other people—be it through building a house for a family, clearing dead trees to prevent a fire, or tutoring a child from the Sudan—you will begin to see how much you are learning, how much you are being taught, and how you can give back what you are receiving, so that the cycle continues,” relates Depew.

Depew’s AmeriCorps experience is far from an anomaly in Minnesota, hosts of this year’s National Conference on Community Volunteering and National Service June 28-July 1. The state boasts hundreds of AmeriCorps and AmeriCorps*VISTA members who’ve had life-changing experiences performing community service.

People like Cade Hammerschmidt, who recently completed a one-year stint with the Minnesota Conservation Corps (MCC). One day Hammerschmidt met with former President Clinton, the next day he was helping stave off a fire threat-

ening a Twin Cities suburb.

“I have gained confidence in myself by fighting forest fires and by taking on supervisory duties,” said Hammerschmidt. “I only hope that I can leave something behind for others to learn from.”

Minnesota, which has forged strong ties with AmeriCorps since its launch in 1993, sports about 650 AmeriCorps members, of which about 250 are involved in education, tutoring (22,368 children were tutored last year), mentoring, service learning and other activities.

Another 100 or so participate in environmental activities, about 50 do housing-related work, and another 50 are engaged in public safety.

Meanwhile, 100 more Minnesotans are active in the state’s AmeriCorps*VISTA program, which focuses on housing and literacy issues. Unlike AmeriCorps members, who tend to perform direct community service, AmeriCorps*VISTA members mostly do indirect service, in the forum of launching and coordinating initiatives.

To many, Minnesota’s active participation in AmeriCorps isn’t surprising considering state officials played an integral role in passage of the 1993 National Community Service Trust Act. Officials then trumpeted Minnesota’s success with youth performing community service to federal lawmakers and others.

“When there were stumbling blocks with [the Trust Act], I would often turn to Minnesota examples and people who could say why com-



*AmeriCorps*VISTA members on Martin Luther King Day, 2001.*

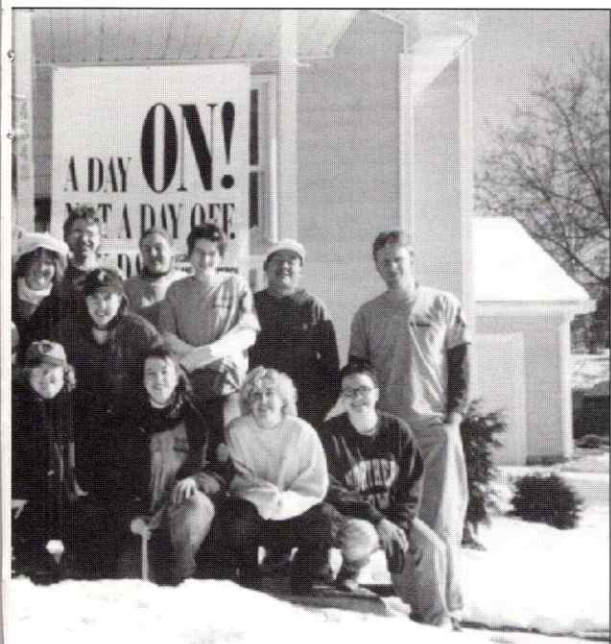
munity service has value,” said former Minnesota U.S. Senator David Durenberger, who co-authored the act establishing the Corporation for National Service. “That value was expressed by a number of young people who had been dragged from the edge of despair, suicide, drug life, etc. by doing community service.”

Many observers continue to assign the state a leadership role with AmeriCorps. They point to Serve Minnesota, a recently launched companion nonprofit which, through privately raised funds, hopes to leverage additional federal AmeriCorps dollars. And they note the state’s unswerving commitment to matching federal AmeriCorps funding.

“Because of the generous state contributions, we have a much larger program in Minnesota than we would otherwise have,” said Bob

AmeriCorps Scores Successes in Minnesota

By Harvey Meyer



Jackson, Minnesota program director for the Corporation for National Service.

Following is a review of some Minnesota's AmeriCorps and AmeriCorps*VISTA programs. (The state has no active involvement with the National Civilian Community Corps, the third major arm of AmeriCorps.):

'Progressive' Service

AmeriCorps state members participate in 12 programs, ranging from conservation activities and service learning to tutoring and disaster relief. Members work at 12 sites in the Twin Cities metropolitan area and 19 locales in other parts of Minnesota.

A study estimated AmeriCorps state members logged 3.1 million hours of service from 1994-'99; the

value of that service (based on \$14 per hour) was estimated at nearly \$42 million. Through their work, AmeriCorps members attracted an additional 88,000 community-service volunteers during that five-year period.

"I'd like to think we're progressive in Minnesota and that we're committed to taking care of our communities," said Audrey Suker, executive director of the Minnesota Commission on National and Community Service.

Here are examples of several projects where state AmeriCorps members perform community service. (Suker cited only one state project receiving funding directly from the national AmeriCorps office.)

- The AmeriCorps Tribal Civilian Community Corps (TCCC) was only launched in February but already the program, headquartered at the Mille Lacs Band of Ojibwe Reservation in central Minnesota, is demonstrating benefits, said Gaylene Spolarich, TCCC director. The 31 TCCC members, representing tribes in six Midwestern states, are involved in disaster relief, environmental enhancement, repair of Native American schools and other projects.

"You can tell they feel good about what they're doing with their lives; they're not just stagnant sitting on the reservation," said Spolarich, noting members are developing carpentry, driver-safety, leadership and other life skills. "It's exciting to see we're changing some lives."

Last year Minnesota Conservation Corps members totaled up more

than 209,000 hours of service in high-priority projects for the Minnesota Department of Natural Resources. Among their accomplishments: leveraging an additional 3,340 volunteers, who supplied another 17,500 hours of service; providing environmental education to 5,600 students; planting 120,000 trees, improving timber stands, constructing hiking trails and trail shelters, responding to wildfires; and collaborating with 117 organizations in search and rescue, groundwater protection and other projects.

- AmeriCorps members in southern Minnesota provide direct care and educational workshops to adults needing independent-living assistance. They also perform one-on-one tutoring, mentoring and instruction for pre-K-12 students and coordinate service-learning activities for 10 to 22-year-olds.

- Twenty-seven members of the Red Lake Band of Chippewas work on educational, community-strengthening and human-needs initiatives in the Red Lake and Bois Forte reservations and elsewhere in northern Minnesota. Ten members work in three elementary schools, focusing on improving students' reading and math scores. Meanwhile, some members, ages 19 to 23, who are receiving work-related training and other skills, expect to obtain high-school diplomas through their AmeriCorps experience.

"I'd say about 98% of the teachers here are white and almost all the students are Native American," said Thelma May, AmeriCorps program director on the Red Lake reserva- ➤

tion. "When you have Native Americans [as AmeriCorps members], the kids look up to them. They're paying more attention and they're more involved in their school-work."

● Ten AmeriCorps Promise Fellows are encouraging youth in leadership roles and in promoting service. They've assisted the Minnesota Office of Citizenship and Volunteer Services, the state 4-H organization and a variety of other programs.

Literacy and Housing

AmeriCorps*VISTA members in Minnesota concentrate on literacy and housing issues. According to Bob Jackson, there are good reasons for that focus.

"First, kids will not succeed in education if they're falling behind in reading by the third or fourth grade, and competent adults better learn to read," said Jackson. "Second, we won't solve too many other problems if people are preoccupied with shelter."

Here are examples of projects AmeriCorps*VISTA members are working on:

● The Minnesota Housing Partnership (MHP), which concentrates on creating, preserving and promoting affordable housing in the state, is experiencing mounting success with AmeriCorps*VISTA members. The number of MHP VISTA members has mushroomed from five to 40 in an eight-year span, with 15 working for Habitat for Humanity affiliates. (A number of state AmeriCorps members also do hands-on work for Habitat projects.) About one-third of the members do community organizing; another third perform organizational strengthening, helping with nonprofits' systems and board and staff development; and the remaining third develop affordable housing, perhaps helping

manage construction or loan-application processes.

"When people are agreeing to live at 110% of the poverty line for a year to make a difference in their communities, as VISTA members do, they don't just want to file, they want to change the world," said Joanna Brownstein, MHP organizational development director. "And they are having a definite impact on organizations by coming in and pushing them to revisit their mission and re-energizing staffs, boards and even communities."

● VISTA members working for the Minnesota Literacy Council (MLC) assist with a variety of children's literacy initiatives at elementary schools, community centers and organizations and libraries around the state. One innovative program involves summer associate VISTAs, who do tutoring and reading with children in the morning and work with community agencies in the afternoon.

"The VISTA members work on reading and tutoring, but they're also working to change the attitudes of kids in this summer program," said Ryan Johnson, MLC service projects coordinator. "The children may look at reading as punishment, but we want to make it fun for them."

● AmeriCorps*VISTA members assist Hennepin County refugees and immigrants in accessing social service programs and government assistance. "When they get off the plane, they don't necessarily know where or how to access service," said Jackson. "We've got Somali, Hmong and other volunteers who help them navigate the system of support, so they can become independent functioning citizens as soon as possible."

● Through the Minnesota Justice Foundation, AmeriCorps*VISTA members support state law students pursuing public service careers.

Among other duties, members match students, whose numbers have dramatically risen the past four years, to community-service opportunities. ♦

Harvey Meyer is a freelance writer in the Twin Cities, Minnesota.

Want to Know More?

● Minnesota Corporation for National Service, 431 S. 7th St. #2480, Minneapolis, MN 55415; www.mncns.org

● Minnesota Commission on National and Community Service, Department of Children Families and Learning, 1500 Highway 36 West, Roseville, MN 55113; www.nationalservice.org/stateprofiles/index.html

● Minnesota Housing Partnership, 1821 University Ave. W. #5137 St. Paul, MN 55104; www.mhponline.org

● Minnesota Literacy Council, 756 Transfer Road, St. Paul, MN 55114; www.themlc.org

● Mille Lacs Band/TCCC, 40092 Beach Road, Wahkon, MN 56386; no web site

● Minnesota Conservation Corps, 1200 Warner Road, St. Paul, MN 55106; www.dnr.state.mn.us/mcc

● Minnesota Justice Foundation, 229 19th Ave. S., Minneapolis, MN 55455; web site in progress

● City of Lakes Youthworks AmeriCorps, 66 Malcolm Ave. SE, Minneapolis, MN 55414; web site in progress

● Red Lake Band of Chippewas-AmeriCorps, PO Box 550, Red Lake, MN 56671; no web site

● AmeriCorps-Southern Minnesota, The Initiative Fund, 525 Florence Ave., Owatonna, MN 55060; www.americorps.org



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Year of Volunteers

In 1997, the United Nations General Assembly, with the backing of 123 countries, declared 2001 to be the International Year of Volunteers, the largest global celebration of volunteerism ever conceived, and designated the United Nations Volunteers as the year's focal point. The year kicked off at the U.N. in New York City on International Volunteer Day—Dec. 5, 2000—with remarks by U.N. Secretary-General Kofi Annan, and will end with closing ceremonies exactly one year later. Volunteers in 77 countries have set up national committees to plan events for IYV.

In the U.S., the Points of Light Foundation, led by board chairman Norm Brown, and the Association of Junior Leagues International (AJLI), led by immediate past president Clotilde Perez-Bode Dedecker, partnered to convene and lead the U.S. Steering Committee, comprising representatives from business, nonprofit and government organizations and the media.

Among those organizations and companies involved in IYV 2001 are many Connect America Partners, a national partnership of more than 90 businesses and organizations. (*See sidebar.*) "In giving of ourselves, we're really saving ourselves," says Bernice Skirboll, executive director of Compeer, Inc., affirming the impact of the United Nations designation of 2001 as the International Year of Volunteers (IYV). Skirboll cites recent studies that link volunteering

with longer, healthier lives. "People who volunteer live longer and have better health. It's related to feeling needed and making a difference." Partner support varies from displaying the IYV 2001 logo on their web sites to active involvement in projects. Among them are:

- Association of Junior Leagues International (AJLI). Co-chairing U.S. IYV efforts is a good fit for the

have invested steadily in their communities and have built capital about their ability to develop women's leadership and convene disparate stakeholders to tackle community needs. It's also been a tremendous opportunity for AJLI to work at a national level with other organizations on the IYV Steering Committee, as well as other IYV national partners." AJLI numbers nearly 200,000 women in 296 leagues in the U.S., Canada, Great Britain and Mexico.

● Volunteer Center

Network. Nationwide, the Volunteer Centers are key resources for volunteer involvement in their communities, and are structured either as independent organizations or as programs internal to other nonprofits, such as United Way. "I sincerely believe that IYV is our one-time, global opportunity to embrace volunteerism," says Brenda Clifton, director of the Volunteer Center of the Pikes Peak Region (Colorado) and a

member of the Volunteer Center National Network Council (VCNNC), an advisory council to the Points of Light Foundation. "It is imperative that the United States utilize this worldwide event to promote the good work of citizen volunteers in communities large and small." On behalf of Pikes Peak Center, Clifton successfully lobbied for an IYV proclamation from Colorado Governor Bill Owens.

The Volunteer Center in Greensboro, N.C., partnered with



Junior League. AJLI launched its Centennial Celebration in April, lifting up 100 years of responding to community issues from child care to children's television programming to domestic violence. "We thought a wonderful way to celebrate our Centennial would be to celebrate volunteerism worldwide, particularly because we're an international organization and our mission is to promote volunteerism," said Deborah Brittain, president of the board and president of AJLI. "Junior Leagues

A Sampling of U.S. Involvement

By Mary Evans

the state IYV commission to promote IYV in the media, says executive director Molly Keeney, who serves as Vice Chair of the VCNNC.

Marilyn McIntosh, director of the United Way of Central Indiana Volunteer Action Center, says, "We all agreed from the get-go to build on activities already planned" in addition to collaborating on community-wide events. The Center and its nonprofit and corporate partners have developed media kits, brochures and videos produced by the local PBS station.

Indianapolis' mayor issued a proclamation during National Volunteer Week. "Since Indy is a race town, all of the events which utilized volunteers during May were great supporters," says McIntosh. There was even a "volunteer" float in the Indianapolis 500 parade.

● **Compeer.** Many of Compeer's 120 affiliates in the U.S., Canada and Australia scheduled volunteer recognition events, including the annual Compeer Friendship Week, during National and International Volunteer Week in April. Skirboll says that Compeer's activities this year will have a special impact because of IYV. "It was important to encourage our affiliates to sponsor recognition events during National and International Volunteer Week, because there's strength in numbers. It makes more of an impact." Also for IYV, Compeer is creating a special training video for its affiliate locations.

Now in its 28th year, Compeer has more than 4,100 volunteers serving 5,500 consumers. and matches

individuals with mental illnesses with volunteers willing to offer their friendship. Compeer volunteer Jose Fernandez strongly advocates the benefits of volunteering, particularly for senior citizens. "I enjoy seeing the world through the eyes of an eight-year-old," said Fernandez, about his most recent friendship with a youngster.

● **Project America.** "We are using the momentum created by IYV to motivate grassroots volunteers and

capitalize on the enthusiasm it is generating with national groups," says D. Britt Dunaway, executive director of Project America, founded in 1993 by three college students. Project America has used IYV as a springboard to new relationships. It also is using the IYV theme to motivate ASA, a national sorority, to move from one-time service events to ongoing service relationships. Project America also sees IYV as an opportunity to approach the Student ➔



About Connect America

Connect America, an initiative of the Points of Light Foundation, is a national partnership of more than 90 diverse nonprofit organizations, businesses, civic associations, fraternal organizations, communities of faith, government and news media—working in collaboration to leverage knowledge, resources and volunteers to address social and community problems.

Connect America provides three ways for interested organizations and businesses to become involved in its activities.

● **National Partner:** Any national organization or corporation is eligible to become a Connect America National Partner. They must have affiliates, chapters, members or employees capable of carrying out collaborations and partnerships locally.

● **Program Partner:** Organizations with exemplary programs which could be replicated through the network are eligible to become Connect America Program Partners.

● **Local Connect:** Community-based organizations can be involved in Connect America through "Local Connects." Local affiliates of National Partners and other community based organizations, including Volunteer Centers and businesses, work together to solve community problems. For more information, contact Chris Krinock, Points of Light Foundation, 1400 I Street, Suite 800 Washington, DC 20005; 202-729-8000; connectamerica@pointsoflight.org; www.pointsoflight.org/connectamerica

Youth Travel Association to help with volunteer efforts in cities across the country. Project America has also used IYV to expand its Alternative Spring Break program to offer opportunities for service to colleges and universities in addition to fraternities and sororities.

● **Youth Service America.** Under the coordination of YSA and an international committee of 25 organizations, four million young people in over 95 countries participated in the second Annual Global Youth Service Day (GYSD) on April 21. GYSD was recognized by UNV and IYV as one of the highlight events of IYV. YSA, a leading resource center and alliance of 200+ national organizations, celebrated IYV during National Youth Service Day (NYSD), April 20-21, the largest service event in the world. Many projects for this year's NYSD focused on how to incorporate youth with disabilities into ser-

vice activities. YSA encourages all IYV organizations to post news on www.SERVE.net.org.

● **Veterans of Foreign Wars.** In addition to encouraging its 9,500 posts to incorporate the goals of IYV into their ongoing programs, VFW is using IYV to build a relationship with the youth in their communities. VFW posts extended an invitation to young volunteers to participate in neighborhood service activities on Join Hands Day (June 16), a day designed to help youth and adults volunteer together.

● **Association for Volunteer Administration.** At the XVIth World Volunteer Conference in Amsterdam, The Netherlands, in January—an IYV kick-off event—AVA presented an AVA Certification Overview workshop to more than 30 volunteer leaders from around the world. Many participants aim to complete the certification and

pledged to help in the development of a certification program that is culturally relevant to their countries. One proposal: A "Club of Firsts" for the first individuals in their countries who receive certification. In October, AVA will be convening a special international symposium on volunteer administration in Toronto in conjunction with its annual conference.

● **Global Volunteers** is marking its third year of affiliation with the U.N. by planning events to celebrate IYV in all 18 countries in which it operates. In each country Global Volunteers team leaders and country managers will be connecting with, promoting and participating with the local and national IYV observances. For service-minded individuals who want to see the world, Global Volunteers offers "volunteer vacations," short-term service programs to worldwide communities in need.

● **American Red Cross.** The American Red Cross was honored for its outstanding volunteer management program at the IYV opening ceremony. Because 97% of the American Red Cross staff is volunteer, the organization is embracing IYV as an opportunity to highlight, profile and recognize their work. The critical role of Red Cross volunteers reflects the importance of all kinds of volunteers, all over the world. Astrid Heiberg, president of the International Federation of Red Cross and Red Crescent Societies, says IYV is a "year to celebrate and promote the hundreds of millions of unselfish women and men, young and old, who give their time and energy to make a difference in the lives of others." ♦

Mary Evans, a freelance writer in University Park, Md., is a contributor to Webwise, the online newsletter for Connect America, www.pointsoflight.org/connectamerica.

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COMPAQ
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Revitalizing Recruitment

By Brenda Clifton

Recruitment is both the bane and wonder of volunteer programming. The approach we take to recruitment can be likened to facing a 40-foot climbing wall, and wondering how we're ever going to scale it. And, if we scale it, we have to turn right back around and climb it all over again!

Reality

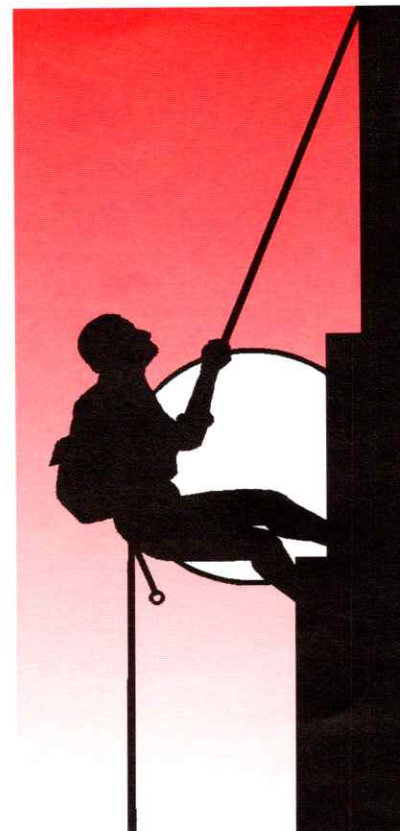
Effective volunteer program professionals realize that what worked in the past guarantees no success for the future. More importantly, they understand that there are specific factors that affect and influence how and from what pool we recruit volunteers. In our fast-paced, information-packed society, all bets are off if we try to assume we need to educate volunteers emotionally. We no longer have to create a moral or "karmic" commitment to do the right thing. Instead, we have to create opportunities—and enticements—that convince volunteers our organization is the place to get involved in something they've already decided to do. We also need to get much better at creating opportunities that provide a tangible payback—career steps, skills building, personal development or connections. This may be a difficult mindset for volunteer program professionals who've been around when volunteers used to get involved simply because "it felt good." There's nothing wrong with the warm, fuzzy promotion. It's just that it severely limits the pool of volunteer resources. Especially when you need to engage today's young, hip, middle-class urban professional. "What's in it for me" is a reasonable question that

should be anticipated. We also live in a results-oriented society. Volunteers no longer simply want to deal with tragedies. Society's approach more often tends to be "Stamp It Out-Eradicate!" And why not? We have the technology. We have the tools and scientific knowledge. We're closer than ever to some major breakthroughs on serious diseases and social ills. Are we recruiting volunteers in a way that promotes and demonstrates that accomplishment?

Most important, two major factors continue to force volunteer professionals to re-evaluate their recruitment strategies: the absolute necessity of developing strategic marketing plans and the death of the structured volunteer program. Not everyone agrees that recruitment is marketing; but how you speak about what your organization does engages the volunteers you need. That's why recruitment is so often out of the order of things when developing a volunteer program.

Imagine this conversation: Volunteer Manager: "We need volunteers." Executive Director: "What for?" Volunteer Manager: "Lots of stuff." Executive Director: "What kind of stuff?" Volunteer Manager: "You know, lots of stuff." Executive Director: "Can you be more specific?" Volunteer Manager: "Well, I know we need them."

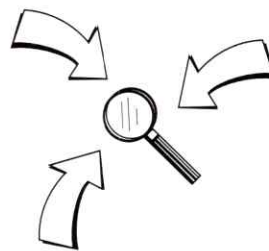
While that conversation is an exaggeration, it can be very difficult to hold off on actually recruiting volunteers until we're sure where they will fit, and what we will actually do with them once they arrive. The death of the structured volunteer program was inevitable. Time is the great commodity and people give



what's left of it sparingly. When we ask volunteers to dedicate their time to us, it is important to be prepared to be flexible. The opportunities that used to be filled by one person for five hours three times a week now will may have to be done by four people working two hour shifts five days a week. And as difficult as it is to reshape volunteer positions, we have no choice. Relying on one demographic population like, say, seniors, can be the death knell of a successful program. What if the weather is bad and those same seniors can't or won't drive?

Hooks

Hooks are the methods volunteer program professionals utilize to invite and engage people to volunteer. Hooks should represent the organization's very own unique appeal.



They should reveal what it is about the organization that makes it THE place to volunteer. Hooks don't rely on past successes. They focus on current trends and incentives that appeal to the markets we want to tap into. Hooks provide new ways of looking at traditional volunteer jobs. Job-sharing with flextime, short, one-time or episodic opportunities instead of long, tedious, repetitive opportunities that appeal to no one. Hooks reflect the climate and environmental change of an organization, both internally and externally, and are sensitive to the community. Hooks should reflect the bigger picture, not a limited, tunnel-vision view of immediate 'must do' needs. While those immediate needs are important, keeping an eye on the bigger picture will help generate longer-term commitment from volunteers. And, depending on the market that the organization wants to engage as volunteers, hooks should have an element of excitement and intrigue.

Energizing Our Recruitment

Most volunteer program professionals do what they do because of their passion. Do we put that passion into the 'ask' we send out to volunteers? Since we know that most people are aware of what's available, are we giving them the opportunity to share that passion with our organization? Another consideration is that different generations share very different values and perspectives. What appeals to each impacts how we get them energized about volunteering.

It's very difficult for organizations with limited budgets to develop tan-

gible benefits for volunteers. Some possibilities that might not cost a lot but are of great value to volunteers are access to technology (computers, cell phones, palm pilots); education credits; personal development and training opportunities; potential employment and resume building; discounts to attend local community events; and reduced costs for stuff (prescription drugs, food, insurance, equipment, supplies).

Jumpstart Recruitment

Recruitment needs to be reviewed regularly. It can't lie stale and stagnant and every once in awhile get a dusting off. An internal evaluation is one way to assess the effects of quickly changing demographics and trends. Volunteer Center of the Pikes Peak Region uses a "recruitment strategy grid" to simplify the process. The grid's questions consider the major components of recruitment: targeting, marketing, message, assessment, unique appeal and planning:

- What should we do first? (planning)
- Why would anyone want to volunteer here? (unique appeal)
- Who can/should do this? (assessment)
- Where will we find them? (targeting)
- How do we reach them? (marketing)
- What shall we say? How shall we say it? (message)
- What materials and/or resources do I need? (funding, staff, in-kind)
- What baggage do I need to get rid of? (old methods)
- What do we have to offer?

(benefits, experiences)

Be competitive! It's isn't easy, but successful volunteer programs have the ability to see and know they have serious competition for people's time. And there are lots of choices out there. Knowing when you need to target certain groups, rethinking how you present opportunities to the public, and getting creative about what those opportunities are is necessary. Moving away from old job descriptions with titles like "nursing home aide" and replacing them with new ones like "wheelchair pilots" can zap some energy into oft-perceived mundane, everyday, but necessary jobs.

Prepare

Finally, prepare internally for the new volunteer. Make sure staff understands that volunteers are changing. They may be younger, they are definitely more "hip," and they have great expectations. Help staff understand how to respect the different values and perspectives new volunteers bring. In technological terms, be as current as the volunteer program budget will allow. Have up-to-date computer equipment and software that's functional. Know and accept that volunteer time will be limited. Technology capability is a draw and helps volunteers do what they do quickly.

The ability of the volunteer program professional to marshal volunteers' talent, to capture their time and ensure services are delivered is a goal worth achieving. ♦

Brenda Clifton is director of the Volunteer Center of the Pikes Peak Region, Colorado Springs, Colo.

The Daily Points of Light Awards

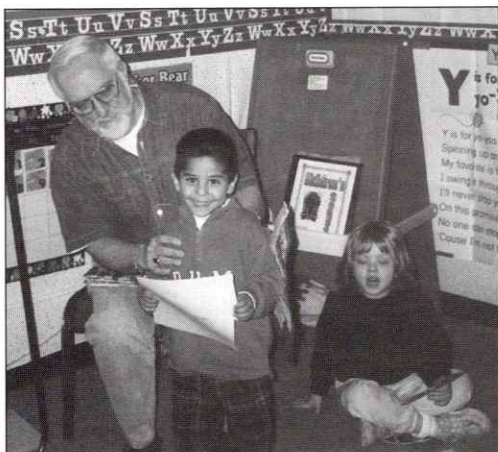
January 2001

January 1. Bruce Griffiths, Pottstown, Pa., volunteers with low-income Head Start youngsters.

January 2. YSC Earth Force, Charleston, S.C., provides opportunities for local youth to become involved in environmental issues.

January 3. Rolinda Hill, New York, N.Y., is an advocate for her Harlem community, promoting literacy, safe housing and health education.

January 4. Robert Pickrell, Phoenix,



Bruce Griffiths, January 1 winner

Ariz., set up a free legal services program at The Salvation Army for homeless families and recovering drug addicts and alcoholics.

January 5. Crawford County VFW Post 4549 & Ladies Auxiliary, Robinson, Ill., help the community by fundraising, teaching bicycle safety and drug awareness, offering holiday dinners and other services.

January 8. Nettie Reynolds, Gypsum, Colo., has volunteered for 30 years, serving as a 4-H Foods and Clothing leader, a home demonstrator and an EMT.

January 9. @ngelwish, Rutherford, N.J., provides philanthropic opportunities for busy individuals and helps children

living with AIDS/HIV.

January 10. Hospice of Volusia/Flagler Kitchen Volunteers, Port Orange, Fla., work to improve the quality of meals served and to reduce the clinical staff's workload.

January 11. Making A Difference Group—Spruce Creek Elementary, Port Orange, Fla., is dedicated to uplifting the downtrodden and taking an active part in making their home a better place.

January 12. The Kids Care Club of Cattaraugus County, Olean, N.Y., participates in many community services projects, such as facilitating Youth Empowerment seminars and helping disabled individuals.

January 15. Cattaraugus Local Development Council, Cattaraugus, N.Y., develops projects, programs and businesses to benefit the community.

January 16. Pioneers for Peace, Detroit, Mich., is an innovative violence prevention and awareness program for youth.

January 17. Jerry and Agnes Lewis, Tinley Park, Ill., have been serving women and children affected by domestic violence for 20 years.

January 18. Dixie High School R.A.S.K. Club, St. George, Utah, provides youth with service opportunities.

January 19. First State Resource Conservation and Development Council, Dover, Del., sponsors the Emergency Home Repair Project.

January 22. Piedmont High School National Art Honor Society, Monroe, N.C., sponsors Very Special Arts, a program that educates students about disabled people and offers volunteer opportunities.

January 23. Kristin Thompson, Seattle, Wash., volunteers with Camp Fire Boys and Girls, her church youth group and many other activities.

January 24. Sarpy County Teen

About the Award

Nominations for the Daily Points of Light Awards will be accepted throughout the year, but selections will be made on a quarterly basis with deadlines of Feb. 15, May 1, Aug. 1 and Nov. 1.

Complete listings of the award winners are on the Foundation's InternetWeb site: www.pointsoflight.org.

Nomination forms are available on-line or by calling the Points of Light Foundation, 202-729-3127. You may also nominate by letter, which must include a telephone number. Letters should be sent to The Daily Points of Light Awards Program, 1400 I St. NW, Suite 800, Washington, DC 20005.

The Daily Points of Light Awards program is cosponsored by the Points of Light Foundation, the Corporation for National Service and the Knights of Columbus, with the Knights providing the funding.

Court Volunteers, Papillion, Neb., runs a courtroom procedure for teenagers who have received citations for first misdemeanor offenses.

January 25. Dalelia Davis, Decatur, Ala., has served her community and the American Red Cross in registering blood donors and acting as a youth program spokesperson.

January 26. New Bremen Emergency Squad, New Bremen, Ohio, has been providing volunteer emergency medical care since 1975.

January 29. Theresa Wozniak, Chicago, Ill., organized a homeless shelter and collects toys for children in need.

January 30. Virginia Cooke,



Chicago, Ill., assists disabled individuals and provides support to their families.

January 31. Tennessee Valley Authority, Knoxville, Tenn., started the Weekend Academy to connect resources of downtown employers with children of neighboring communities.

February 2001

February 1. The Shuster Brothers, Fairfax, Va., are competitive swimmers who volunteer at the Spring Hill Recreation Center.

February 2. Frederick Birnie, De Land, Fla., has given more than 50 hours per month to Volusia County schools for the past 10 years.

February 5. Front Range Earth Force, Denver, Colo., supports programs that encourage youth to work cooperatively with parents, educators, community leaders and businesses.

February 6. Temple University Center for Intergenerational Learning, Philadelphia, Pa., develops programs to meet the needs of older adults, families and children.

February 7. Gary Davidson, Round Rock, Texas, is a volunteer crime prevention speaker.

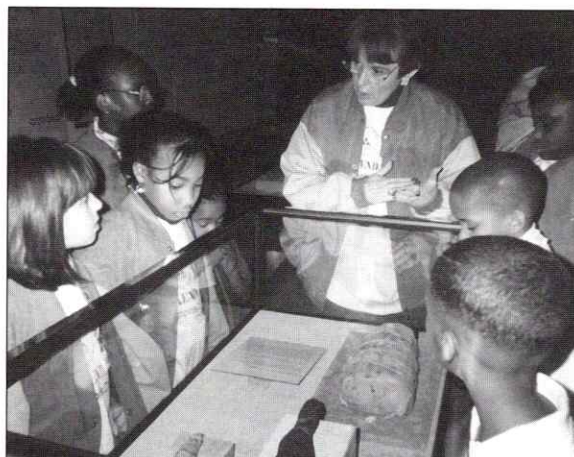
February 8. Lisa Trifiletti, Lorain, Ohio, is active in her church and volunteers to improve the education and welfare of children.

February 9. Elizabeth Mann, Elkins, W.Va., volunteers for Reach for Recovery, where she counsels mastectomy victims and raises funds.

February 12. El Dorado Women's Center, Placerville, Calif., serves domestic violence and sexual assault victims and their families.

February 13. Robyn Skodzinsky, Ann Arbor, Mich., volunteers with AmeriCorps, where she mentors children and helps the homeless shelter.

February 14. Al Ferguson, Quail



Tennessee Valley Authority, January 31 winner.

Valley, Calif., organized a local crime watch program and is active with Quail Valley Healthy Communities Project LIFT.

February 15. Kaj Skov, Lebanon, Pa., works with youth groups, helps AIDS victims and holds fundraiser.

February 16. Northern Virginia Family Service, Falls Church, Va., promotes community cooperation by responding to family needs such as job training and health care.

February 19. Esther Andrews, Riverside, Calif., has been an effective youth advocate for 40 years.

February 20. Beulah Oliphant, Sherman, Texas, is actively involved with her church choir and Sunday school, and with AmeriCorps*VISTA.

February 21. Anne Jeffers, New Martinsville, W.Va., is active in her church, works as a literacy volunteer and tutors students.

February 22. Hope Harbor Children's Home, Claremore, Okla., provides shelter and support for thousands of needy children and families.

February 23. Project Unity, Bryan,

Texas, provides case management, divorce education seminars, social security assistance, clothing, food, job training and childcare.

February 26. Kimberly Hall, College Station, Texas, developed 100 Days of Learning to promote literacy for kindergartners and to encourage college student volunteering.

February 27. Patricia Kranzow, Countryside, Ill., is a tutor and writing/computer assistant to para- and quadriplegic hospitalized veterans.

February 28. Nancy Oprsal, Carmichael, Calif., has worked with children for 44 years through her church, the Effie Yeaw Nature Center and other organizations.

March 2001

March 1. Theresa Andrejack, Enola, Pa., has won many awards for her leadership and volunteer efforts, including serving as the student director for a middle school program.



Nancy Oprsal, February 28 winner.

March 2. Mary Lou Warren, Great Bend, Kan., coordinates Meals on Wheels, acts as the Historical Society's program director, tends to the needs of the elderly and more.

(continued on page 30)

When the Bear Bites

Jan Pruitt likes to tell the story of the easiest \$20,000 she ever raised for the North Texas Food Bank.

"On Christmas Eve, an executive from Cisco Systems brought his children to tour the food bank. At the end of the tour, he just wrote a check for \$10,000. His donation was matched by Cisco, so that was \$20,000 we received!"

Her tone, however, changes when discussion turns to the current state of the economy. Like directors of nonprofits across the country, Pruitt is seriously concerned about how the economic downturn will impact her organization.

Like all other sectors, charities of all sizes have been taking their share of hits from the current swing of the economic pendulum. According to a recent *New York Times* report, the nonprofit world, "one of the nation's most spectacular growth industries for the last decade, is feeling the pinch of the market turnaround."

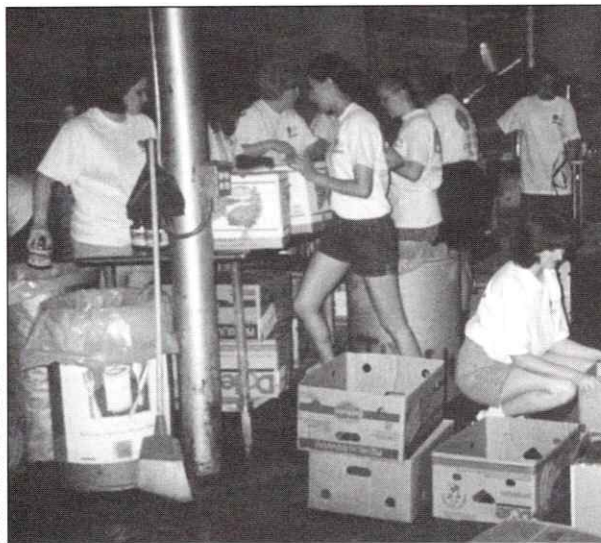
Faced with the very real threat of lost dollars, Pruitt and other executives at nonprofits are reconsidering marketing and fundraising endeavors, and coming up with a host of plans, both traditional and experimental, to deal with the souring economy.

More than Money

The North Texas Food Bank is the largest of the 19 food banks in Texas. Last year, it distributed 23 million pounds of food to 352 member agencies, including pantries, soup

kitchens, drug treatment facilities and day-care centers, in 13 counties surrounding Dallas. "Our annual budget is about \$3.6 million," says Pruitt, "but we handle \$18 million worth of food donations every year."

The food bank receives donations by the truckload from major corpora-



North Texas Food Bank

Volunteers pitch in at the North Texas Food Bank.

tions like Kraft, Kimberly Clark and Sysco. Pruitt notes that a slow economy is unlikely to change that. "When the economy is good, a company may produce extra amounts of food," she explains. "When it's bad, they may not be able to sell everything they produce. In both cases, what isn't sold may be donated to us."

But the food bank will need money in order to get those donations to the people who need them. "We are broadening appeals to direct-mail donors to increase those \$10, \$25 and \$50 donations," she says. "We don't ever want to be dependent on just a few large gifts."

Besides funds, Pruitt fears that a serious economic downturn might end up costing another equally valuable resource—volunteers. "We have a huge volunteer piece in our program. We log in about 51,000 volunteer hours a year, because every single piece of food has to be handled by a volunteer. It's very labor intensive work," she says.

The food bank works with corporate volunteers from companies like Capital One and Kimberly Clark. "I'm concerned that if employers stop giving employees time off, we'll lose our volunteers," says Pruitt. "We couldn't possibly hire the manpower to do that much work."

She also knows that hard times mean more clients. "Even in good economic times, our agencies have been seeing a 10% to 15% increase in clients. The first people to be laid off are not the CEOs. It's the working poor."

Growing in Tough Times

Nestled in the hills and horse country of Somerset County, the Printmaking Council of New Jersey is a tiny nonprofit organization that offers professional-quality working studios for printmakers and other artists. The group showcases artwork in its two gallery spaces, and offers about 15 classes each semester. The Printmaking Council also does youth outreach in some of New Jersey's inner cities, taking a portable printing press around the state to introduce children to the art of printmaking and silk-screening.

Nonprofits Cope with Slowing Economy

By Roy DeLaMar

According to director Deborah Lapin, the Printmaking Council has an annual operating budget of just under \$200,000, about \$100,000 of which comes from foundation grants, and another \$45,000 from corporations like Johnson & Johnson. In addition, the group collects dues from its 450 members and also raises funds through the education programs and art sales and exhibitions.

Despite the slowdown in the economy, the council is embarking on a major capital campaign to raise \$1 million over two years to expand its building. Lapin says that the Council wants to expand its individual donor base by asking for smaller donations. "Plus," she adds, "Somerset County is still very prosperous. ... The people who have money to give to charity are still going to have money to give."

Still, she plans to forego the traditional—and expensive—fundraising gala in favor of something more laid back—a Sunday afternoon auction, which "requires a lot less financial investment. ... For a typical black-tie event, we'd have to put out \$20,000 to make, maybe, \$30,000," she notes.

On the Foundation Front

A report published February in the *Chronicle of Philanthropy* showed that 79 out of 142 foundations surveyed expected either no growth or a decrease in their giving this year. About half also reported that they had fewer funds available than they did last year.

Like other foundations, the Steven and Michele Kirsch Foundation has seen its investment portfolio take some serious rises and

falls in the past few months.

Headquartered in San Jose, Calif., the Kirsch Foundation was founded by Steve Kirsch, chairman and founder of Infoseek Corporation, an Internet navigation service that was acquired by Disney in 1998, and his wife, Michele. The foundation focuses on several specific areas of interest, including basic medical science and research; nuclear non-proliferation; environmental issues in California; political reform; and local community issues. Established in April 1999, the

foundation had assets of \$50 million dollars by July 1.

"We have been on the roller coaster because we have made some aggressive investments," says Kathleen Gwynn, president and CEO/COO. "In April 2000, the value of the endowment was more than \$90 million. Around July 1, 2000 it was \$75 million. The low came in late March 2001, with a value of around \$30 million."

Despite the decreased value of its investments, the foundation has ➔

Luxuries Go First

A mainstay of the burgeoning arts and culture scene in the south, the Atlanta Ballet is the oldest continually performing dance company in the United States. The 2001-'02 season will mark the ballet's 72nd anniversary. In recent years, the ballet has benefited from the flush Atlanta economy, but executive director Wallace Whitworth is keenly aware that when people are feeling the pinch of an economic downturn, it's the luxuries—like season tickets to the ballet—that are the first to go.

"People see that it's not like the heady days of the nineties anymore, and they're going to feel poorer," he says. "A lot of this is still psychological. In the fourth quarter of 2000, the stock market was doing poorly, retail sales weren't great, and there was a lot of negative press about the economy. Plus, the election dis-

tracted people; people were feeling uncertain about what was happening. Add to that a slowing economy and a volatile stock market, and you get a mix that's definitely going to have a dampening effect."

When the ballet's annual holiday performance, a bread-and-butter staple of most major dance companies, did less business than originally expected, Whitworth saw a concrete signal that the economy was continuing to slow. The Atlanta Ballet earns a portion of its annual \$6.5 million operating budget through subscriptions and single-ticket sales. It also receives support from corporate sponsors and foundation grants. "We have been told by more than one of our supporters that things are slowing down, and that they're either holding the line on giving or cutting back." — Roy DeLaMar

given out more that originally planned. "We have a 10% payout from the endowment value. Of that, 8.5% goes to grants and the rest to operation costs," explains Gwynn. "However, we've actually spent between \$10 and \$12 million in disbursements and expenses since being founded in 1999." She adds, "The Kirsches are committed to keeping a certain level of grantmaking every year, even if it means dipping into the endowment."

The foundation has re-evaluated its investment strategy, expanding the number of stocks held and diversifying within the high-tech sector to offset volatility. And it has amassed enough cash to operate until June 2002, just in case the market suffers a severe fall.

"Our grant expenditures will have to be about \$2 million less next year. There will definitely be a ripple effect to the nonprofits who count on these grants," says Gwynn. "We're basically saying that we can't give you more, and we may not be able to give you what you had before, but it's purely related to our financial situation. It has nothing to do with the importance of the work."

Roy DeLaMar is a regular contributor to Volunteer Leadership.

Want to Know More?

- North Texas Food Bank, 214-330-1396; www.ntxfoodbank.org

- Atlanta Ballet, 404-873-5811; www.atlantaballet.com

- The Printmaking Council of New Jersey, 908-725-2110; www.printnj.org

- The Steve and Michele Kirsch Foundation; 408-278-2278; www.kirschfoundation.org

Daily Points Of Light Awards

(continued from page 27)

March 5. Marshalltown Community Y Outreach Program, Marshalltown, Iowa, serves at-risk boys referred from the Juvenile Court Services, schools, parents and social services agencies.

March 6. Casa del Peregrino Aguadilla, Inc., Aguadilla, P.R., helps the homeless improve their quality of life, health, education, security and nutrition.

March 7. Inez Neal, Butner, N.C., is active in the Duke Eye Center Volunteer Program, where she escorts patients through the Center, serves coffee, visits with patients and provides clerical assistance.

March 8. G. Clark Smith, Durham, N.C., created an interactive web page for the Durham Child Care Council that outlines 10 steps to seeking child care.

March 9. Voluntary Services for the Blind of Fairfield County, Inc., Stamford, Conn., helps people with visual impairments, including many elderly people without family.

March 12. Martha Sarno, New York, N.Y., founded the National Aphasia Association to raise greater awareness of the disorder.

March 13. Martiel Mullis, Lacey's Spring, Ala., volunteers with SHARE-HOUSE Ministries, which provides food, clothing and emergency funds for families in need.

March 14. Tamarac Optimist Club, Denver, Colo., is involved in the community through various forms of youth and family outreach.

March 15. Daniel Choong, Denver, Colo., helped create a mentoring center for youth in Littleton and provides many services to teens.

March 16. Shauna Winmill, Tustin, Calif., collects toys for needy children.

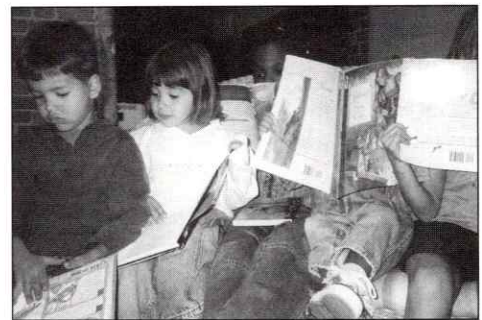
March 19. John Taylor and Clyde Cole, Jr., Warren, Ohio, invested their personal funds and time to help develop the city's Westlawn area.

March 20. Narragansett Council

Boy Scouts of America, Providence, R.I., participates in food drives, playground restoration, church painting and Earth Day programs.

March 21. Feinstein Community Service Center, Providence, R.I., invests educational, volunteer, monetary and program resources in area nonprofits that care for the needy.

March 22. Ruth Weaver, Ephrata, Pa., volunteers with Bridge of Hope to help homeless mothers and their children become self sufficient.



DSS Kids Funds, March 27 winner

March 23. David Sackel and Lyle Finkler, Winter Park, Fla., founded the CITRUS Society to donate fresh fruit to local charitable organizations.

March 26. Breathe Easy Corps, Owensboro, Ky., encourages interaction between youth and seniors through tree planting and care.

March 27. DSS Kids Funds, Inc., Boston, Mass., provides comfort and assistance to abused and neglected children.

March 28. Jerry Pauszus, Southgate, Mich., works with Dad's Day Campaign, United Way Project Ramp, Children's Hospital, Dollars Against Diabetes, Cancer Fund Raising and other programs.

March 29. Lambuth Area Neighborhood Association, Jackson, Tenn., implements changes to improve their neighborhood, such as eliminating absentee landlords and raising awareness of racial diversity.

March 30. Brittany Easter, Tulsa, Okla., a third-grader, is active in the Tulsa Opera Company and promotes arts appreciation among her classmates. ♦



Awards for Excellence in Corporate Community Service

Alibris

Emeryville, California

At Alibris—the leading global internet supplier of hard-to-find books—social responsibility is an important part of the company's culture. Three-quarters of Alibris's 100 employees are involved in its volunteer program, which focuses on literacy and partnering with a local elementary school. The company also participates in blood drives and Toys for Tots. Each employee receives 2 paid days a year to volunteer at the charity of his or her choice. www.alibris.com

The Boeing Company

Seattle, Washington

Boeing—the world's largest aerospace company with 198,400 employees in more than 60 countries—believes that “acting local” is important when it comes to community service and volunteering. Each day, Boeing employees and retirees contribute about \$260,000 through the Employees Community Fund, and another 50,000 volunteer in a wide variety of programs, including mentoring and tutoring, collecting food and clothing, donating educational materials and medical supplies worldwide. www.boeing.com

Capital One Financial Corporation

Falls Church, Virginia

Capital One—one of the world's largest credit card issuers—has been involved in community service since its beginning in 1995. The Capital One Volunteer Organization focuses on youth at risk, health and well-being and community development. Last year, employee volunteers contributed more than 50,000 hours of service through company-sponsored activities, including The Salvation Army's Angel Tree program, serving meals in company-supported Kids Cafes; tutoring and

mentoring; blood drives and building Habitat for Humanity homes. The company has 19,000 employees. www.capitalone.com

Holland & Knight LLP

Washington, D. C.

Holland & Knight's employee volunteer program, Opening Doors for Children, has provided more than 35,000 volunteer hours to help 12,000 children in cities where the firm has offices. Nearly 60 percent of the firm's 2,800 employees are involved in a variety of activities, including tutoring, mentoring and literacy projects. Holland & Knight works with numerous children's organizations, and employees work with children in a number of venues—public schools, community centers, Girl Scout and Boy Scout academic competitions, sports teams and even the firm's own offices, where students from partnership schools visit regularly. www.hklaw.com

Petróleos de Venezuela, S.A.

Caracas, Venezuela

Petróleos de Venezuela, S.A. (PDVSA), a global energy corporation, is the only state-owned company in Venezuela with an employee volunteer program. Some 15 percent of PDVSA's 40,000 employees participate in the Voluntary Action Program, and the number continues to grow. The company's cornerstone is “One School A Year,” a program begun in 1997 aimed at building one school a year in a disadvantaged area. To date, three farm schools have been built and a fourth will be completed this year. Another branch of the program collects new and used books to stock libraries of schools supported by PDVSA volunteers. PDVSA also supports health programs, a shelter for at-risk girls, mentoring and disaster relief. www.pdvsa.com

About the Award

The 2001 Awards for Excellence in Corporate Community Service were presented in February at the George Bush Presidential Library, College Station, Texas.

The award honors companies that have made a serious commitment to the community and have made employee and retiree volunteer efforts a central part of their operations, with strong ongoing support at the highest level of management in the company. Judges for the awards are leaders of major business and nonprofit groups.

For information about submitting nominees for the 2002 awards, contact Toyja Somerville, Points of Light Foundation, tsomerville@pointsoflight.org. For award sponsors, judging criteria and lists of past winners, see www.pointsoflight.org/awards.

SRP (Salt River Project)

Phoenix, Arizona

SRP provides electrical power to more than 727,000 Phoenix-area customers and delivers water to a 240,000-acre service territory in central Arizona. SRP employees donated \$847,287 and logged more than 700,000 volunteer hours in 1999. Many of SRP's volunteer efforts focus on the environment, including recycling and tree-planting, restoration of a riparian habitat, mentoring elementary students, and refurbishing and donating bikes to children. SRP has 4,100 employees. www.SRPnet.com ♦

Special Forces

At an age when many teens are worrying about dates, cars or what to wear to the next party, Belgian Koen van Acoleyen was determined to help the street children of Vietnam. But no international agency would give the 19-year-old the opportunity. So, without agency funding or sponsorship, Koen hit the streets of Ho Chi Minh City alone, where there are an estimated 10,000 street children. He started teaching them English. Teaching them how to improve their lives.

"I had wanted to do development work since I was eight," he says. "I think I was influenced by an aunt and uncle who went to Africa at the time."

After six months working the streets, Koen hooked up with a volunteer from Switzerland, Sebastian Barmaz. "We wanted to set up a project—an English class at a center for street children," Koen says. The two young volunteers gave their group a name, Education for Development (EFD), and made a trip back to Europe to register as an association.

"What surprised me, and still surprises me, is that we have actually set up an NGO (non-governmental organization), which was never what we really planned," he says. "We were just volunteers coming to Vietnam with a wish to help the children. Step-by-step we have done what was

needed to improve our work."

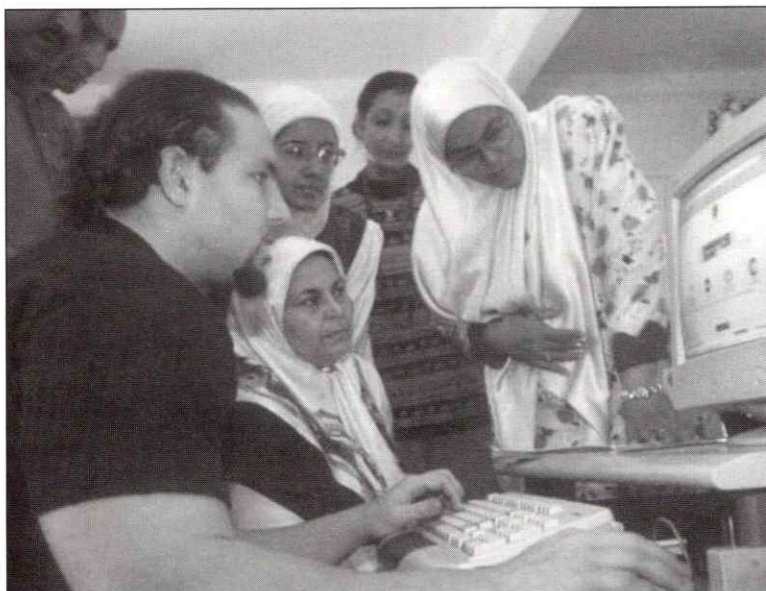
EFD started getting funding from Belgian, Swiss and Vietnamese partners. And Koen, although working outside the well-established U.N. framework, got support from United Nations Volunteers (UNV), a unique organization, founded in 1970 by the U.N. General Assembly. As a UNV,

crease their confidence, give them more options for the future and some have already obtained stable jobs."

Today Koen is 25. He coordinates EFDs overall efforts and the organization now serves hundreds of street children annually. Volunteers, some personally funded, keep coming to help Koen and Sebastian in their

growing endeavor. And Koen remains a U.N. volunteer, his contract just renewed for two more years.

"Koen and his colleagues are making a difference for the children by giving them the hope and the skills to secure a better future," says UNV Executive Coordinator Sharon Capeling-Alakija, who recently visited the project.



Sean Osner teaches Bedouin woman to use a computer.

Koen ranks among 20,000 volunteers who have served in nearly 150 countries. Sometimes funding is a problem and often limits volunteer assignments, but Koen is fully funded by the Belgium government. That means his living expenses are taken care of and he can continue his work with the children.

"We help them by setting up sustainable opportunities—street educators, access to primary education, art classes, English classes, information about service centers, employment," he says. "These opportunities in-

touching lives around the world, often in profound ways. They've helped restore essential services in war-torn places like Kosovo. They've assisted flood victims in Mozambique. They've participated in peace-keeping missions in Burundi and Sierra Leone. U.N. volunteers are on the front lines, in the trenches, offering aid, teaching, supporting, giving in Africa, East Timor and the West Indies. When a country asks for help, these highly qualified volunteers respond. "We have been able to provide qualified professional assistance

Global Outreach

For 30 years U.N. volunteers have been

United Nations Volunteers Span the Globe

By Kathleen Phalen

[in over 100 professional fields] within weeks of receiving requests from U.N. agencies, governments and non-governmental organizations," says Richard Nyberg, a UNV spokesman who works at headquarters in Bonn, Germany. "Volunteers contribute to a nation's economic and social capital, and go a long way to bring about social cohesion."

Many U.N. volunteers previously served in the Peace Corps. For example, Zoran Hosic, a U.S. citizen, served two years in the Peace Corps in St. Kitts. For the past three years he has been a U.N. volunteer, working as a drug prevention counselor for prison inmates in the Caribbean.

"I am currently working with a nonprofit organization and the prison system to develop an alternative sentencing program for first offenders," he says. "I have been fascinated by the prisoners and their stories. To them a banana and bread may determine the quality of their day. They have taught me to appreciate simple things in life and I have tried to encourage them to see the larger picture—what they can be. ... My goal is for the clients to achieve self sufficiency and pride in their new life after being released from prison."

Stiff Competition

Each year there are more than 4,500 U.N. volunteer assignments. Nonetheless, with so many troubled

areas of the world, it would seem UNV recruiters would be clamoring for even more volunteers. But getting a UNV assignment is very competitive, especially for U.S. citizens. Janet Albrecht, who just returned to New Jersey after working with the Angolan government for 12 months, waited five years for her assignment as a

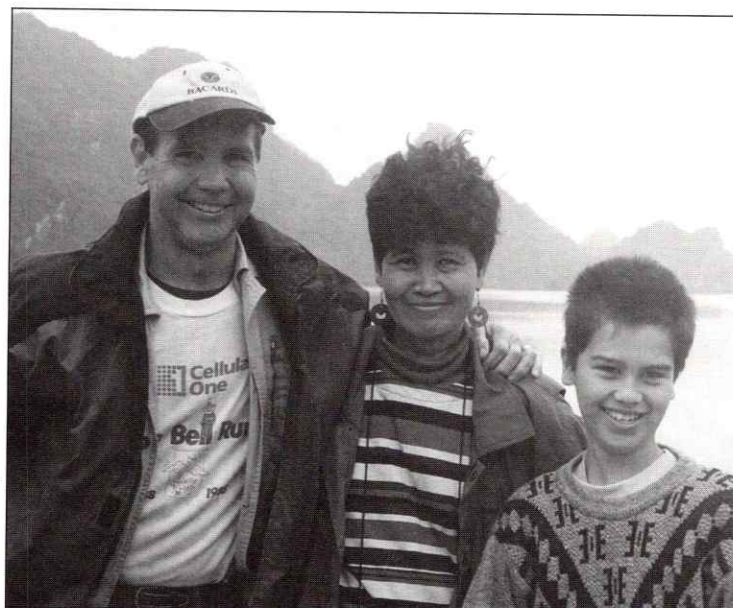
According to Dorothy Sales, the U.S. UNV volunteer coordinator in Washington, D.C., fewer than 10% of those on the U.S. roster get selected for an assignment. "Although UNVs come from all participating U.N. countries, UNV has an emphasis on placing citizens of developing countries in their own country," says

Sales, who is part of the Peace Corps, the recruiting arm of UNV in the U.S. "For this reason, it is extremely competitive for U.S. citizens."

Sales also says that funding plays into placement decisions and local governments make the final decision on candidates. "The U.S. is not in a position to fully fund and sometimes local governments need to choose someone fully funded."

The Peace Corps contributes to the Special Voluntary Fund

and pays for some of the costs of cosponsored American U.N. volunteers. Take Sean. Originally from Dayton, Ohio, Osner was living in Cairo, Egypt, when he applied to be a UNV. But Osner didn't have to wait years for an assignment because his computer skills are in great demand. Especially since Secretary-General Kofi Annan developed UNITes last year to help bridge the digital divide between the industrialized and developing worlds with UNV designated the lead coordin-



The Bunn Family

John W. Bunn with wife Nina and son John Jay in Ha Long Bay, Vietnam.

technical advisor to the U.N. Population Fund in Angola. She too, had been a Peace Corps volunteer. Still, Albrecht says it's worth the wait.

"I would recommend it (UNV) to anyone," she says. "Before I went I knew nothing about Angola and any information I could find was very negative. But my experience was very different. The people were wonderful, and they have been ignored by the international community. Most volunteers who go on these projects feel they get more out of it than they give."

ating agency.

In September 2000 and January 2001, Osner traveled to Jordan to take part in the pre-launching phase of UNITEs. The remote Bedouin settlement town of Safawi was chosen as the first site to pilot Community Information Centers in Jordan..

"My work focused on exploring ways in which the use of Information and Communications Technology could benefit the people of Safawi, particularly women." He says the response from the local women's

organization was overwhelming.

"They were very excited and eager to learn about the Internet and its potential benefits," says Osner. He adds that the group wanted to develop its own web page and almost every group member signed up for an e-mail account. "I can't tell you how extraordinarily eager the women in Safawi were to partake in the information revolution."

Return Engagement

John Bunn just returned to

Tallahassee after 12 months in Vietnam as a U.N. volunteer. Bunn is no stranger to UNV, though. He's done this before; as a U.N. volunteer three times in Tanzania. But this time he got to take his wife and 10-year-old son along.

While in Hanoi, Bunn worked with the Disaster Management Unit of Vietnam's Ministry of Agriculture and Rural Development, introducing disaster awareness and preparedness in the Vietnam school system. Creating a training manual, Bunn and others trained trainers, who then trained fourth and fifth grade teachers in about 65 schools.

"We were making them aware of flooding, high winds, what can happen, what they can do to prepare," he says. "We taught them about evacuation routes, how to safeguard food ... we hope they will teach the whole family."

After four assignments, what does Bunn think about his experiences? "I think it made my outlook broader. I appreciate what we have in the United States. Simple things like walking to the kitchen and turning on the tap for water," he says. "And the UNV organization is fantastic." ♦



Veteran Volunteers

a vital resource for every community.

Some recent VFW and Ladies Auxiliary community endeavors:

- 13 million volunteer hours worth more than \$195 million donated during VFW's 2000 program year;
- Providing volunteer workers at VA medical centers, as a founding member of the 55-year-old Veterans Affairs Voluntary Service;
- Annual participation as a Connect America Partner in Make A Difference Day, National Family Volunteer Day and Join Hands Day; and
- Actively promoting International Year of Volunteers 2001.



For more information, call your local VFW Post commander or Ladies Auxiliary president or contact: Citizenship Education/Community Service Department, VFW National Headquarters (816) 756-3390 • www.vfw.org

Want to Know More?

• For information on UN Volunteers: www.unv.org

• In the USA contact: Dorothy Sales, UNV U.S. Coordinator. 800-424-8580

• Overseas contact: United Nations Volunteers, Postfach 260 111, Bonn, Germany; voice: 49 228 815 2000, fax: 49 228 815 2001

Kathleen Phalen is a freelance writer based in Charlottesville, Va.

Make A Difference Day Awards

The tenth annual Make A Difference Day drew 2.2 million volunteers to help an estimated 25 million needy people on Oct. 28, 2000. Sponsored by *USA Weekend* magazine in partnership with the Points of Light Foundation, the event recognizes and rewards many volunteer efforts. For a list of the 10 national, 104 state, five encore and 532 local awards, plus information on how to make a donation to their causes, visit www.makeadifferenceday.com.

Each of the following groups received \$10,000 from Newman's Own in a national awards ceremony during National Volunteer Week:

- In Laredo, Texas, volunteers from Nye Elementary School adopted a destitute orphanage across the border in Mexico and rallied the town. The result: donations of diapers, food, appliances and \$11,000; repairs to the orphanage; and free surgery for one child's cleft lip.

- In Muldrow, Okla., Kyle Alderson, 15, founded READ (Reading Encourages All Dreams), an ongoing project. Each week, teen tutors meet with 30 elementary students to help with reading skills and form friendships.

- Across the country, the service organization Altrusa International focused on literacy projects, which included a literacy party for 350 children in Quincy, Mass.; a library for residents of a housing project in Eugene, Ore.; and a truckload of magazines for mentally disabled adults in Denton, Texas.

- In Santa Cruz, Calif., former drug addict Giovanni Jackson, 42, delivered 100 personal-care kits and a

message of hope to a Salinas day shelter. Now employed as a truck driver, she still sleeps in shelters until she can earn enough to cover rent.

- In Goshen, Calif., 13-year-old Clifton Giddings and other teens continue working on a project started three years ago on Make A Difference Day—clearing trash off vacant lots to make the town's first playground. On Make A Difference Day 2000, it took 13 trips to the dump to haul away 40 tons of garbage, 1,000 tires and 5,000



pounds of hazardous waste. Then the teens planted 15 trees to start a community park.

- At Fort Hood and Killeen, Texas, Make A Difference Day has grown in six years from a scant 20 projects to more than 135, from a few hundred volunteers to 12,000. Projects in 2000 included book and clothing drives, visits to hospitals and nursing homes, school renovations, meals for the homeless and a bowling outing for Special Olympians.

- Across Oahu, Hawaii, more than 2,100 soldiers, family members and Army Department civilians par-

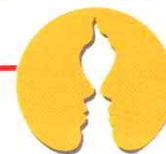
ticipated in more than 100 projects including a dramatic cleanup of Diamond Head in which Army volunteers rappelled off the volcano's steep slopes, removing trash, and a scenic outing for nursing home residents.

- In Kennewick, Wash., fourth-graders at Washington Elementary launched a drive to raise money for the school library and to help a classmate, Maddy Rannow, 9, who lost 90 percent of her vision due to illness. They got friends and relatives to pledge donations, and in a joint effort for Make A Difference Day and Pizza Hut's BOOK IT! reading incentive program, the kids raked, baked, cleaned, ran errands, raising \$1,100 to buy giant-print and recorded books for the school library.

- In Hattiesburg, Miss., the Southern Eye Center performed free cataract surgery, valued at \$32,000, on eight people. The surgery presented a special challenge, as the patients' cataracts had gone untreated for years because they couldn't afford eye care.

- In Mundelein, Ill., third-grader Ryan Fosnow wanted to buy school supplies for needy children. He made a list of supplies and asked friends and relatives to help. A newspaper story that ran before Make A Difference Day prompted a number of people to go to his home with bags of school supplies.

October 27 will be the 11th Make A Difference Day. Attract people and publicity by registering in the Make A Difference DAYtaBANK, opening this summer at www.makeadifferenceday.com and hosted by Mind-Shares.org. Call 1-800-416-3824 for more information. ♦



Training for Youth Leaders

More than 50 young people attended the first Prudential Youth Leadership National Institute, June 22-26, in Minneapolis, Minn. Open to sophomore, junior and senior high school students, PYLI is a unique, comprehensive training program that teaches young people a broad array of leadership skills along with an understanding of how to apply those skills to make their communities better places in which to live.

Training sessions include decision making, problem solving, pro-

ject planning, team building, goal setting and community needs analysis. Part of the institute was a community service project where they were able to apply the skills; in addition, participants develop and manage a service project once they return home.

Conducted in conjunction with the 2001 National Conference, this was the first national institute. Over the past five years, more than 7,000 young people have attended 300 PYLI training sessions across the country.

the Foundation to promote volunteering in distressed communities. The Foundation is one of six national partners with Casey in the effort. And the Hearst Foundation renewed its commitment to strengthening the Volunteer Center network in the western United States.

YES Ambassador Partners Chosen

Eleven organizations have been chosen as YES (Youth Engaged in Service) Ambassador Partner Host Organizations for 2001-02. The program creates opportunities for young people to lead and to serve. The nine statewide organizations include Governor's Division of Volunteerism, Phoenix, Ariz.; Youth Service California, Oakland; Idaho Commission for National and Community Service, Boise; Institute for Character Development, Des Moines, Iowa; Michigan Community Service Commission, Lansing; Tennessee Commission on National and Community Service, Nashville; Utah Commission on Volunteers, Salt Lake City; Office of Superintendent of Public Instruction, Olympia, Wash.; and University of Wisconsin Extension—4-H Development, Madison. The two national organizations are 100 Black Men of America in Atlanta, Ga., and National Fraternal Congress of America, Naperville, Ill.

YES Ambassadors will be recruited over the summer. ♦

Recognizing Funders

Support for the the National Conference for Community Volunteering and National Service was strong, especially from the Twin Cities community. Conference Leadership Partners were 3M, UPS and Target/Marshall Field's/Mervyn's. Other major sponsors included American Express, Anheuser-Busch Companies, AOL Time Warner, Lutheran Brotherhood, Sears and The St. Paul Companies.

Other funders have entered into significant partnerships with the Foundation. AT&T worked with the Foundation and the Volunteer Center national network to invigorate their employee volunteer activities in key communities. UPS and KPMG Foundation, Leadership Partners of the International Year of Volunteers, are helping to expand the U.S. initiative. NFL Charities joined Shell Oil

Company as a Leadership Partner for Connect America to develop a national network to support NFL Youth Education Town Centers. Wal-Mart underwrote the state-level awards for Make A Difference Day. The Knights of Columbus renewed its support for the Daily Points of Light Awards. Sears is supporting involvement of its employees through the Sears Good Life Alliance through support to the Foundation and America's Promise.

Fluor Corporation has made a three-year commitment through the Foundation's National Communities Fund to support volunteer activities in key Fluor communities and has also made a significant pledge to the Foundation's endowment. Donald and Adele Hall have also made a major gift to the endowment. Join Hands Corp. is sponsoring Join Hands Day activities for the second year.

The Annie E. Casey Foundation has extended its multi-year work with

**Information on the
Foundation and its
programs: 202-729-8000;
www.pointsoflight.org**

Knowing a community means more than
just finding your way around it in a truck.

JR Luna, UPS Manager
St. Margaret of Scotland Intern

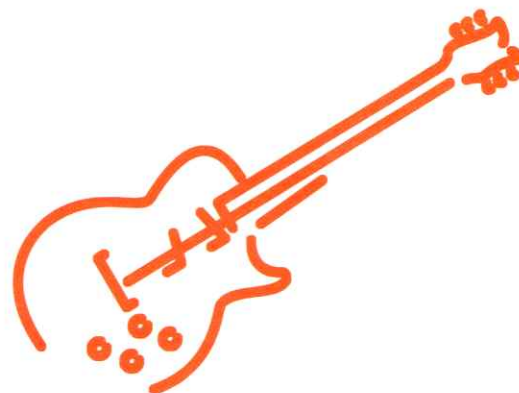


Of course UPS employees know the neighborhoods they work in. But not just in the way you might think. Because for 30 years, UPS has sent its managers through a unique job experience. It's called the Community Internship Program. For a month, they live and work in communities that need help. They feed the homeless, visit children with HIV, build homes for underprivileged families. Ask people who've participated like JR Luna, and they'll tell you the experience makes them more sensitive to the needs of other people. It also teaches them about themselves. And that makes them better managers. To learn more, visit www.community.ups.com.

MMW Group

Rocker Leads with Arms Wide Open

Scott Stapp, lead singer of Grammy Award-winning rock band Creed, autographs a Hard Rock Café Signature Series T-shirt designed by the band for 3-year-old Jazlyn McNeely of Tallahassee, Fla., at Orlando's Hard Rock Café. Proceeds from the sales of the shirts will benefit Creed's With Arms Wide Open Foundation, founded by Stapp to assist underprivileged children and families.



The shirts are part of the Hard Rock Café's Signature Series T-shirt line, which has previously featured designs by Santana, Elton John, Don Henley, Sting and Aerosmith. Founded in 1990, the Signature Series line has raised more than \$4 million for a variety of charities selected by the musical artists.

The shirts are available for a limited time at all Hard Rock's 105 locations in 38 countries and at www.hardrock.com.

Web Wishers

Two San Francisco businessmen have come up with a clever way to help cash-strapped schools and nonprofit groups obtain the supplies they need through the Internet.

Craig Newmark, creator of Craig's List (www.craigslist.org), a popular Bay Area online community that averages two million hits a month, and Rich Karp, president of Cole Hardware, have made it possible for people to create a "wish list" of the supplies they need for their classroom or group at the Cole Hardware e-commerce site (www.colehardware.com).

Visitors to Craig's List are encouraged to visit the Cole Hardware and fulfill someone's wish by purchasing the items at a 10% discount. The donations—every-

thing from duct tape and scissors to microwaves and power tools—are then delivered directly to the school or organization.

The site posts wish lists from all over the country. Teachers and nonprofit directors who would like to create a wish list of their own can visit the site at <http://wishlist.craigslist.org>.

craigslist
online community

wishlist program:
wishlist.craigslist.org
background info
privacy policy
teachers/staff:
create a wishlist
add items to a wishlist
change quantities on a wishlist
edit contact info
rename a wishlist
delete a wishlist
list your password?

PILOT wishlist program for schools and non-profits



If you're a teacher or staff at a school or nonprofit:

- **Create a wishlist:** You'll need to supply contact information and the tax ID # of your school or organization. Then you can browse the Cole Hardware catalog and click on the merchandise you need.
- To modify your list, use the links on the left-hand side of this page.

If you want to contribute:

- **Choose a school or nonprofit or list cities with active wishlists or get one at random** from the list. From their wishlist, click on the products you want to buy. When you're finished, you'll purchase them with your credit card. A thank you note (which will also serve as a tax receipt) will be emailed to you. Cole Hardware is extending a 10% discount to all contributors in order to make